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Report on the comprehensive analysis of the Office of Military Affairs in the Department of Peacekeeping Operations

Report of the Secretary-General

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Summary

The General Assembly, in its resolution 61/279 of 29 June 2007 on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations, requested the Secretary-General to submit a comprehensive analysis of the Office of Military Affairs, so that it might review and further strengthen the functions of the Office.

Prior to the adoption of the above-mentioned resolution, the General Assembly, by resolution 61/250 B of 2 April, had requested the Secretary-General to undertake a comprehensive review of the Strategic Military Cell, including proposals for strengthening the capacity of the Military Division of the Department of Peacekeeping Operations. On 29 June, the Assembly adopted resolution 61/250 C, by which it expanded the scope of that review to cover other areas, including the possibility of applying the approach to other missions.

The present report contains the findings of the comprehensive review of the Office of Military Affairs. It considers the significant evolution in United Nations peacekeeping and the implications of those changes for the support of military activities in field operations. To meet the challenges identified, and building upon lessons learned from the Strategic Military Cell, it is proposed that the capacity of the Office of Military Affairs be further strengthened through additional restructuring, with a focus on increased strategic direction and oversight, the creation of specialist and crisis response capacities and a mission start-up capability. The proposed actions to be taken by the General Assembly are outlined in section VII of the report.

I. Introduction

1. The General Assembly, in its resolution 61/279 on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations, requested the Secretary-General to submit to it at the second part of its resumed sixty-second session a comprehensive analysis of the Office of Military Affairs, taking into consideration the results of the review of the Strategic Military Cell, so that it might review and further strengthen the functions of the Office.

2. By resolution 61/250 B, the General Assembly had requested the Secretary-General to undertake a comprehensive review of the Strategic Military Cell, including clarification of its role and functioning, its relationship with the Military Division of the Department of Peacekeeping Operations and lessons learned for the military planning aspects of large-scale and complex existing and future peacekeeping operations, as well as proposals for strengthening the capacity of the Military Division, and to submit a report thereon to the General Assembly at the second part of its resumed sixty-first session. Subsequently, in resolution 61/250 C, the General Assembly requested the Secretary-General to report to it at the second part of its resumed sixty-second session on the results of the comprehensive review of the Strategic Military Cell, including the possibility of applying the approach to other missions, in particular the large-scale and complex ones.

3. Following the review process, which built on the lessons learned from the Strategic Military Cell and the broader assessment of the capacity of the Organization to manage and sustain peacekeeping operations, the present report proposes the further restructuring of the Office of Military Affairs and the incorporation of the Strategic Military Cell into the Office of Military Affairs in due course. Implementation of the proposals would strengthen the strategic guidance and oversight provided to peacekeeping operations. It would also lead to the creation of specialist and crisis response capacities, as well as the mission start-up capability required to support with expertise the planning, management, sustainment and drawdown of peacekeeping operations in the more complex and challenging context of contemporary peacekeeping.

II. Context: the evolution in United Nations peacekeeping

4. During the past decade, Member States have placed increasing demands on United Nations peacekeeping as an instrument for maintaining international peace and security. As at January 2008, the Department of Peacekeeping Operations and the Department of Field Support managed and supported 20 peacekeeping operations throughout the world. Of those 20 missions, 11 have been deployed or undergone significant expansion during the past four years, and 2 have been in active start-up during the past six months. As at February 2008, the total authorized strength of peacekeeping operations was almost 140,000 military, police and civilian personnel, of which over 95,000 were military. In addition, the Office of Military Affairs provided military support to eight political missions and military experts to the African Union to enhance its management of peacekeeping operations. Even with the actual military strength of 79,643 (a number expected to rise substantially as a result of the peacekeeping effort in Darfur), the current size of the United Nations peacekeeping force is comparable to the military operations of the largest

national operations, but with a global presence that is unsurpassed by any other international or national effort.

5. In addition to the further growth in United Nations peacekeeping efforts, the increased complexity of its operations has been compounded by the launch of the hybrid African Union-United Nations Hybrid Operation in Darfur (UNAMID) and, with the support of the European Union, the United Nations Mission in the Central African Republic and Chad (MINURCAT). These operations constitute unique and complex models of cooperation between United Nations peacekeeping and regional organizations, and have required an unparalleled degree of military engagement and activity in planning, force generation, deployment, support and monitoring between the organizations to ensure the coherence and mutual reinforcement of collective efforts. These arrangements, which are set to continue, have diverted resources from the Office of Military Affairs, affecting its ability to address related tasks to the extent required.

6. At the same time, United Nations peacekeeping missions are more frequently required to operate in higher threat environments, in which all-inclusive peace agreements and ceasefires are elusive. Consequently, United Nations operations must adopt more robust approaches which require strengthened military capabilities. These significantly more challenging operational environments also require new levels of preparedness. While this remains the responsibility of troop-contributing countries, advice and guidance from the United Nations are increasingly being sought for the preparation of military contingents and officers for such missions. Furthermore, the deployment of troops into higher threat environments cannot be undertaken on the basis of an administrative plan but rather must be planned and organized in detail as a tactical operation that responds to the potential risks involved. This places significant additional demands on military planning, including the specialists involved. It also increases the coordination required among the Department of Peacekeeping Operations and the Department of Field Support, the missions and troop-contributing countries, and necessitates greater strategic oversight and guidance of military operations.

7. There has been an increased number of crises in the peacekeeping environment, particularly in the past two years. Crisis situations require constant monitoring by the Secretariat in order to prepare and, if necessary, implement contingency plans, in conjunction with the mission. Troop-contributing countries must also be briefed on the situation and the intentions of the United Nations. Given that crisis situations endanger the lives of United Nations personnel and the civilian populations that they are mandated to protect, additional security measures are required by the military to ensure both its own protection and the security of those whom it is its duty to protect. The delivery of time-sensitive information on activities that pose a direct threat to United Nations personnel and the civilian population is therefore essential. Consequently, increased capacity is required for military intelligence, specifically the collation of military information and its analysis in order to make accurate assessments, produce sound contingency plans and protect United Nations forces and civilians under imminent threat, and for crisis response.

8. In addition to the challenges related to scale, complexity and environment, United Nations peacekeeping operations are increasingly assigned mandates in countries in which lines of supply are extended and physical and

telecommunications infrastructure is largely non-existent. The availability of civilian logistical supply services can therefore be limited; their employment can also be constrained in higher threat environments. Consequently, the deployment of peacekeeping forces — and, increasingly, civilians — into such countries requires an expeditionary approach which entails the establishment and progressive build-up of the personnel, equipment, supplies and infrastructure needed to facilitate the existence and operation of the mission. This has been the case with United Nations peacekeeping operations in countries such as the Democratic Republic of the Congo, the Sudan, the Central African Republic and Chad. As a result, there is a growing demand for military units to provide logistical support services to sustain United Nations peacekeeping missions until civilian commercial contracts can be secured and safely employed. In a high threat environment, certain military units must be retained to provide logistical support services, as is the case in Darfur, in which unprecedented numbers of military logistical and transport units have been required. With the increased dependence of United Nations peacekeeping activities on military logistical capacity in the more challenging operations, the Department of Field Support will require the military expertise of serving military specialists to assist in the planning and management of such support.

9. The growing number of specialized operational requirements at peacekeeping missions is a further challenge. The enhancement of the United Nations Interim Force in Lebanon (UNIFIL) in 2006 included the establishment of the first United Nations maritime task force, which required maritime specialists to define the tasks, the size of the task force and the maritime rules of engagement. Maritime requirements for the United Nations Stabilization Mission in Haiti (MINUSTAH) and future operations also urgently require specialist officers. In addition, peacekeeping operations such as those in the Democratic Republic of the Congo and Darfur require military combat and utility aviation, as well as air observation from manned aircraft or unmanned aerial vehicles. Specialist military personnel are also required for the planning and generation of those capabilities. In response to the new realities of United Nations peacekeeping, the Organization also requires the expertise to exploit technology to improve the effectiveness of and efficiencies in its military operations.

10. A long-standing and unresolved challenge has been the ability to start up and expand missions within the timelines set by the Security Council. While the United Nations standby arrangements system provides a guide to available resources within set time frames, it provides no guarantee of troop contribution. In addition, the experience of force generation for the establishment of military component headquarters in the field demonstrates that the United Nations cannot rely on the option of calling upon Member States to provide a start-up capacity at short notice. This can contribute to a serious loss in the momentum of political or ceasefire processes. To address this capability gap, a capacity is required within the Secretariat which can be temporarily deployed to the field to facilitate rapid mission start-up and which comprises arrangements that will enable Member States to provide specific staff contributions as required during the planning and deployment period.

III. Restructuring of the Department of Peacekeeping Operations and strengthening of the Office of Military Affairs

11. The General Assembly in resolution 61/279 affirmed its support of the reform proposals to deal with the growing volume and complexity of peacekeeping operations. These included the restructuring of the Department of Peacekeeping Operations and the establishment of the Department of Field Support. As part of the reform agenda, the proposals related to the former Military Division of the Department of Peacekeeping Operations focused on strengthening its leadership capacities (see A/61/858 and Corr.1) and management of the exponential growth in peacekeeping operations, and on supporting integrated structures for the more coherent and responsive management and sustainment of United Nations peacekeeping operations.

12. Military leadership was strengthened by upgrading the position of Military Adviser to the level of Assistant Secretary-General in July 2007, to ensure that the Military Adviser was at least of equal rank to all Force Commanders and Chief Military Observers in the field. It also reflected the complexity of mandates for the military components of peacekeeping operations, and the number of United Nations military personnel in the field. In view of its strengthened leadership, the Military Division was renamed Office of Military Affairs.

13. While maintaining the structure of the Military Division, including the Office of the Military Adviser, the Military Planning Service, the Force Generation Service and the Current Military Operations Service, the Office of Military Affairs was reinforced with the addition of 11 officers. The General Assembly approved the addition of a further 10 military officers to support the formation of the integrated operational teams in the Office of Operations.

14. Following an extensive recruitment process, it is expected that the appointment of a new Military Adviser will be made in the near future. In addition, candidates have been selected for nine positions in the Office of Military Affairs. The selection process for the remaining two positions within the Office and for the military officers who will form part of the integrated operational teams is scheduled to be completed by the end of March 2008. All positions are expected to be filled by May 2008.

15. While the modest strengthening and restructuring of the Office of Military Affairs will bring benefits, they were initially proposed early in 2007 to cope with the surge in United Nations peacekeeping. However, the further developments in peacekeeping, such as the support required for increasingly complex operations, the higher threat environments and an approximate 20 per cent increase in the authorized military strength, have rendered those adjustments inadequate.

16. This assessment has been reinforced by the results of a comprehensive analysis of the Office of Military Affairs, lessons identified from the Strategic Military Cell established in 2006 to provide enhanced oversight and guidance to a reinforced UNIFIL, and expert advice in specialized areas of activity. First, there is a need within the Secretariat for enhanced military oversight and guidance for complex and challenging missions, where military actions on the ground can have major political consequences at a strategic level, and where the military threat to United Nations

military personnel is high. Second, such enhanced oversight and guidance require additional military officers at the headquarters level to monitor current military operations and provide an analysis of military threats, as well as additional leadership experience to provide strategic military advice and guidance. Third, specialist military officers are required to carry out more complex operations; this includes the collation and analysis of military intelligence, the planning, management and oversight of military maritime, air and aviation capabilities, and the provision of advice to the Department of Field Support on the planning, support, management and oversight of military operations, particularly in regard to military logistics and communications. All of these capacities are currently lacking in the Office of Military Affairs.

17. On the basis of the lessons identified and the increasingly complex nature of peacekeeping missions, particularly those involving a Chapter VII mandate and partnerships with other organizations, there is a need for a different form of military headquarters in the Secretariat, one that would provide the higher degree of strategic military planning, guidance, support and oversight required, including the aforementioned specialist military capacities. On this basis, it has been concluded that the time has come for the United Nations to address effectively the challenges and deficiencies identified in supporting the military aspects of peacekeeping operations by enhancing and significantly strengthening the Office of Military Affairs within the Secretariat to meet the demands of United Nations peacekeeping in the twenty-first century.

IV. Enhancement of the Office of Military Affairs

18. The Office of Military Affairs of the Department of Peacekeeping Operations must fulfil three critical military functions in support of peacekeeping operations. It must have both the breadth and depth of rank and experience to provide the best military advice to the Secretary-General and the Under-Secretary-General of the Department of Peacekeeping Operations and of the Department of Field Support, in addition to other entities within the United Nations system. It must also conduct strategic and operational planning, including field assessments and contingencies, for current and new peacekeeping operations and quickly generate, balance, deploy and rotate the military forces required for missions. Finally, it must produce military directives and orders, including rules of engagement, to guide and direct the military components of field operations; produce, review and amend the policies and doctrine needed to underpin military peacekeeping operations; and look ahead to develop military capabilities to meet the peacekeeping challenges of the future.

19. The Office of Military Affairs must also monitor, support and guide military operations in the field. In a relatively benign peacekeeping environment, guidance and oversight can be light, with the delegation of considerable responsibility to the head of the military component. However, in an increasingly complex and challenging peacekeeping environment, a much greater degree of military strategic assessment, oversight, guidance and technical direction including crisis response, is required. In many nations, this function is carried out by a military strategic headquarters in addition to the national Ministry of Defence, with a combined total of up to 300 or 400 military officers. The Office of Military Affairs currently attempts to combine these functions with a staff of 67 military officers (13 of whom are assigned on a full-time basis to the integrated operational teams in the Office of

Operations) and 5 civilian Professionals, supported by 18 General Service staff. In addition, unlike national military headquarters, the Office of Military Affairs must maintain a regular and interactive dialogue with 119 troop-contributing countries in connection with all of the associated activities. Consequently, in reviewing the Office of Military Affairs in the context of the evolution of United Nations peacekeeping, it has been concluded that the Office lacks the rank, capacity and specialist capabilities needed to fulfil successfully the functions of a strategic military headquarters within the Department of Peacekeeping Operations for peacekeeping in both routine and crisis situations.

20. The present proposal for a strengthened Office of Military Affairs would enhance the current structure by adding the expert military capacities normally found in many military headquarters structures. It closely resembles the existing structures of force headquarters in peacekeeping operations and is familiar to military personnel all over the world. The proposed enhanced structure would require the further strengthening of leadership and senior management. It is suggested that this be achieved through the addition of three one-star generals at the Principal Officer level to reduce the span of command and control of the Military Adviser, enhance the level and availability of military advice, improve interaction with Member States and provide improved oversight of all military staff functions. It would also require a substantial increase in the number of working-level resources.

21. These changes would substantially increase the degree and quality of military strategic advice, support, guidance and oversight provided to field missions, without changing the existing chain of command. They would also strengthen unity of command by allowing the leadership in the Secretariat and at field missions to make better informed, timely and agreed decisions based on common assessments of situations, which would lead to improved contingency plans and crisis response. In addition, the changes would address critical gaps, including the need for military specialists and the required mission start-up capability. Combined, the enhancement and strengthening of the Office of Military Affairs would promote the increased confidence of Member States in the leadership, management and support of the military aspects of peacekeeping operations.

Creation of new capacities

1. Office of the Military Adviser

22. The Office of the Military Adviser is responsible for assisting the Military Adviser in the direction, management and coordination of the activities of the Office so that it may achieve its mission. This includes the provision of advice and guidance to the senior management of the Department of Peacekeeping Operations, the Department of Field Support and their partners in the United Nations system, in addition to 20 heads of military components, who are predominantly of the rank of Major General or above. The Office further assists the Military Adviser in the direction and coordination of all military staff activity, such as planning current and future peacekeeping operations with general officers in the security forces of the countries concerned and in partner organizations. It also assists with force generation, such as negotiating memorandums of understanding and deployments with delegations from troop-contributing countries led at the general officer level,

and maintains dialogue with the military chiefs of Member States who hold general officer rank. Despite the scope and level of the functions performed, the Office of the Military Adviser is currently limited to two general officers.

23. In view of these significant responsibilities, particularly in the context of the increased demands and complexities of peacekeeping operations, and of the transformation of the Office into a strategic military headquarters, it is proposed that the Office be strengthened by upgrading the post of Chief of Staff to the level of Principal Officer (one-star General). The primary responsibility of the Chief of Staff will be to oversee the internal management of the Office of Military Affairs on behalf of and as directed by the Military Adviser. This would include ensuring the functioning of the Office in an integrated manner at all levels within the Department of Peacekeeping Operations and with the Department of Field Support. The Chief of Staff will also: (a) oversee the development and implementation of the programme management plan of the Office; (b) manage internal coordination and communication and information flow; (c) serve as liaison for all cross-cutting issues with other areas of the Department of Peacekeeping Operations and with the Department of Field Support; and (d) assist the Military Adviser in the ongoing engagement with Member States through the military and police adviser community.

2. Military Operations and Plans Group

24. The objective of the Military Operations and Plans Group is to supplement the military functions of operational management and planning, which currently exist in the Office of Military Affairs, with the currently lacking functions of information analysis and operational advice to troop-contributing countries, under the direction of an Assistant Chief of Staff for Military Operations and Plans, a one-star General at the Principal Officer level. Coherent military information analysis is an urgently required capability to inform the military plans that guide military operations, which in turn drive the requirements for military training. Although training remains the responsibility of troop-contributing countries, a greater degree of advice and guidance on operational issues is needed from the Office of Military Affairs to complement the work of the Integrated Training Service in the Department of Peacekeeping Operations. By addressing these gaps in capability and by grouping these functions under the Assistant Chief of Staff, greater synergy and clearer direction would be achieved. The Group would comprise the Military Information Analysis Service, the Military Operations Service, the Military Planning Service and the Military Operational Advisory Service.

(a) Military Information Analysis Service

25. It is proposed that a Military Information Analysis Service be established to fill a capability gap and to complement the work of the Situation Centre and the integrated operational teams by providing timely, accurate and detailed analysis of the military situation in the areas of peacekeeping operation and of military threats to current and future operations, in close coordination with the field missions. The principal functions of the Service would be to: (a) collate and analyse military information; (b) produce and disseminate strategic military assessments; (c) formulate, review and disseminate the military information required by the Office of Military Affairs; (d) support the management of current military operations, including crisis response; (e) support planning for the military components of potential United Nations peacekeeping missions; and (f) as required,

provide the military information analysis staff in a mission start-up capability in the field for the rapid establishment of a new peacekeeping mission. This increase in capacity would enhance the protection of United Nations peacekeeping forces in the field through the timely provision of military information on potential threats, the enhancement of operational management and crisis response, and the improvement of planning.

26. The Military Information Analysis Service would reflect the regional structures in the Department of Peacekeeping Operations, thereby ensuring a direct supporting link for all matters related to military information analysis between the Office of Military Affairs, the integrated operational teams and the field missions. The Service would provide detailed military analysis and assessments that would complement and support the comprehensive assessments of the Situation Centre. The Service would also work closely with the Department of Safety and Security, which is responsible for the safety and security of United Nations civilians, to ensure that military security analysis is appropriately validated and disseminated. During a crisis, the Service would directly support the Situation Centre in facilitating the delivery of time-sensitive information to the affected troop- and police-contributing countries, which is particularly important for events that pose a direct threat to United Nations military and police, who are responsible for the protection of civilians under imminent threat and United Nations personnel and property. The Service would also play an important role in providing validated information and data to the Military Planning Service when planning new missions or adjusting the operational concept for existing operations.

27. The Military Information Analysis Service would have a direct technical link to the military components of the field missions, allowing it to collate and analyse the military information provided regularly from the field. Regional analysts would ensure that the operational information provided by field missions is integrated to inform United Nations military strategic planning and advice. A focus on strategic areas or regions of interest, particularly those in which there are a number of field missions, would allow regional dynamics to be better analysed in support of strategic planning and crisis response. The regional threat assessments, developed in consultation with and in support of the Situation Centre, in consultation with the Department of Safety and Security, would also contribute to improving measures to increase the safety and security of all United Nations staff in the field.

(b) Military Operations Service

28. Building on the existing Current Military Operations Service, the objective of the enhanced Military Operations Service would be to provide the level of detailed information on military operations in the field required to enhance the situational awareness of the Office of Military Affairs. This would serve to complement the work of the integrated operational teams and the Situation Centre. The principal functions of the Service would be to: (a) monitor the routine and non-routine operations of all military components in the field in order to assess the progress made towards the achievement of military strategic objectives, and thereby measure the effectiveness of military operations; (b) provide additional military operations personnel to the Situation Centre and the integrated operational teams during crisis response to ensure military coverage of the crisis twenty-four hours a day, seven days a week; and (c) as required, provide the military operations staff needed in a mission start-up capability in the field for the rapid establishment of a new

peacekeeping mission. The Service would also be responsible for collating military information related to activities, operations, trends and developments in the field mission. The intention would be to enhance the military strategic oversight and management of increasingly challenging military operations, augment the crisis response capacity of the Department of Peacekeeping Operations and improve the start-up of new peacekeeping missions.

29. The Military Operations Service would reflect the regional structures of the Department of Peacekeeping Operations, thereby ensuring a direct supporting link on all matters related to military operations among the Office of Military Affairs, the integrated operational teams and the field missions. The Service would work closely with and in support of the Situation Centre through co-located military officers; this would enhance the exchange of technical military information both within the Secretariat and with the field. It would also ensure the accurate interpretation of military-related data and reports received from the field. The Service would be staffed by new military specialists in maritime and aviation operations.

(c) Military Planning Service

30. Building upon the existing Military Planning Service, the objective of the enhanced Military Planning Service would be to produce military strategic and operational plans for the military components of current and future peacekeeping operations, in close coordination with partners within the United Nations system. Its principal functions would be to: (a) provide military planning advice to the Secretariat and field missions; (b) conduct long-range contingency planning for developing crises; (c) act as the military lead in the technical assessment missions related to potential future peacekeeping missions; (d) prepare and revise all strategic military plans and directives for the military components of peacekeeping missions; and (e) as required, provide a small military planning staff in a mission start-up capability in the field for the rapid establishment of a new peacekeeping Mission.

31. The Military Planning Service would reflect the regional structures in the Department of Peacekeeping Operations, thereby ensuring a direct supporting link for all matters related to military planning between the Office of Military Affairs, the integrated operational teams and the field missions. The Military Planning Service would comprise both long-term planning officers dedicated to developing strategic and operational estimates on active or evolving crises for which a United Nations peacekeeping operation might be deployed and military maritime, air and aviation specialists. The functions and personnel for policy, doctrine and capability development, which were added to the Military Planning Service in 2007, would be transferred to the Military Cooperation, Capabilities and Doctrine Service (see paras. 45-46 below).

32. The Service would work particularly closely with the Military Information Analysis Service in regard to the validated information on which planning for current and new missions is based and with the Military Force Generation and Personnel Service in order to guide the generation of troops with the required capabilities.

(d) Military Operational Advisory Service

33. It is proposed that a Military Operational Advisory Service be established to fill a technical military capability gap and to complement the work of the Integrated Training Service. The Integrated Training Service has the overall lead in peacekeeping training, and is responsible for setting standards and developing training policies and guidance for the Department of Peacekeeping Operations, the Department of Field Support, Member States and field missions, and for ensuring compliance. The objective of the Military Operational Advisory Service would be to provide advice to troop-contributing countries on training for operational military issues with a view to delivering peacekeeping forces which are capable of effectively assuming their functions in the evolved peacekeeping environment. This would enhance the ability of Member States to contribute to peacekeeping operations, thereby improving the efficiency of force generation. The Service would give initial priority to the preparation of military contingents for new and significantly changed peacekeeping missions, where the need is currently the greatest.

34. Owing to the higher threat environments in which United Nations peacekeeping missions now more routinely operate, more comprehensive training of military contingents is required. Lessons identified in the preparation of forces for Darfur revealed that, while training remains the responsibility of troop-contributing countries, a greater degree of advice and guidance on operational tasks and challenges is required of the United Nations to assist their predeployment preparations.

35. The Service would also assist the Integrated Training Service in the enhancement of military capabilities in the field by assisting in the review and development of training standards and programmes for the military components of peacekeeping operations, based on the lessons learned from operations and predeployment training. The Service would work closely with the Military Operations Service and the Military Planning Service to identify performance deficiencies in military components, through evaluations of current peacekeeping missions conducted under the auspices of the Policy, Evaluation and Training Division. Deficiencies would be addressed through remedial action implemented within the mission and through advice to troop-contributing countries on the delivery of effective operational training. These initiatives would be closely coordinated with the Integrated Training Service and other elements of the Department of Peacekeeping Operations and the Department of Field Support to ensure their relevance to field missions and alignment with current and evolving doctrine and training standards.

36. In addition, the Service would provide specialist military advice and assistance to military peacekeeping training exercises undertaken by Member States at the national level or within a regional context. In consultation with the Integrated Training Service and other elements of the Department of Peacekeeping Operations and the Department of Field Support, the Service would provide expert advice on current military trends and the operational characteristics of United Nations peacekeeping to military partners which are conducting educational or training activities.

3. Military Policy and Support Group

37. The objective of the Military Policy and Support Group is to supplement the military functions of force generation, personnel administration, policy and capability development, which currently exist in the Office of Military Affairs, with the currently lacking functions of military logistical and communications support, under the direction of the Assistant Chief of Staff for Military Policy and Support, a one-star General at the Principal Officer level.

38. Owing to the growing demand for military units to provide logistical and communications support in the more challenging missions, the Department of Field Support requires serving military specialists in logistics and communications to be embedded in the Department to assist with the planning and oversight of United Nations logistical and communications support. Grouping these functions under the Assistant Chief of Staff would fill capability gaps, achieve greater synergy and ensure clearer direction. The Military Policy and Support Group would comprise the Military Force Generation and Personnel Service, the Military Field Support Service, the Military Communications Support Service and the Military Cooperation, Capabilities and Doctrine Service.

(a) Military Force Generation and Personnel Service

39. Building on the existing Force Generation Service, the objective of the enhanced Military Force Generation and Personnel Service would be to generate and rotate the military forces required to deliver effective United Nations peacekeeping. Its principal functions would be to: (a) generate, rotate and administer formed military units, staff officers, military observers, experts on mission and United Nations contracted military personnel; (b) ensure that contributions meet operational requirements, including by means of predeployment visits; (c) act as the focal point within the Department of Peacekeeping Operations for the negotiation of memorandums of understanding with troop-contributing countries in regard to their military contributions; and (d) as required, provide the military personnel staff in a mission start-up capability in the field for the rapid establishment of a new peacekeeping mission.

40. In addition, the Military Force Generation and Personnel Service would be responsible for military-specific personnel administration issues and policies related to the appointment, employment and conditions of service of military units and individuals in the field. This responsibility would include: (a) policy advice and action in regard to disciplinary matters following formal inquiry and investigation; (b) processing of honours and awards, including United Nations service medals; (c) notifications of military casualties, including associated correspondence and entitlements; (d) matters related to conditions of employment; and (e) conduct of routine reviews of military boards of inquiry. The Service would also be responsible for maintaining United Nations records of military service by individuals, as well as a database and statistics related to the military contributions of Member States to United Nations missions. It would also serve as the focal point within the Department of Peacekeeping Operations for the United Nations standby arrangements system. In addition, the Service would coordinate technical military advice from the other Services during negotiations with troop-contributing countries on contingent-owned equipment.

(b) Military Field Support Service

41. It is proposed that a Military Field Support Service be established to provide technical expertise in a range of field support functions by embedding military specialists in the Department of Field Support. This reflects the arrangements at field missions, where military personnel are embedded in the integrated support services. The principal functions of the Service would be to provide military advice and support in the planning and implementation of maritime, aviation, movement control, fuel, rations, equipment and engineering operations. The intention would be to enhance the development and implementation of efficient and effective logistical support to peacekeeping missions.

42. The Service would comprise qualified and experienced military specialists embedded in the Department of Field Support, with the exception of the Chief of Service who would form part of the Office of Military Affairs to ensure the effective coordination with the Department of Field Support and the integrated operational teams, through the Assistant Chief of Staff for Military Policy and Support. The Service would also comprise military specialists to support the Department of Field Support in regard to contingent-owned equipment policy and associated implementation issues. It would provide technical advice to the Military Force Generation and Personnel Service during negotiations on contingent-owned equipment. It would assist the Military Planning Service in the development of viable deployment and employment plans for military components in the field. In addition, it would comprise military financial and budget officers who would directly support the Department of Field Support by providing military-technical advice on financial planning and claims processing in relation to the participation of troop-contributing countries in new and current field missions.

(c) Military Communications Support Service

43. It is proposed that a Military Communications Support Service be established to provide technical expertise in military communication by embedding military specialists in the Department of Field Support. This proposal reflects the current arrangements at field missions, where military communications specialists are embedded in the integrated support services. The principal functions of the Service would be to provide to field missions military advice and support in the planning and implementation of military communications operations in order to ensure that military and civilian systems are combined in a seamless communications architecture. The intention would be to enhance the development and provision of efficient and effective military communications support to peacekeeping missions in the field.

44. The Service would comprise qualified and experienced military communications and information systems specialists who would be embedded in the Department of Field Support, with the exception of the Chief of Service who would form part of the Office of Military Affairs to ensure effective coordination with the Department of Field Support and the integrated operational teams, through the Assistant Chief of Staff for Military Policy and Support. The Service would be responsible for the provision of advice on military communications and information systems to the Department of Field Support, the Office of Military Affairs and the integrated operational teams. In particular, it would assist troop-contributing countries in understanding the military technical communications requirements for

specific peacekeeping operations. It would also serve as the technical focal point within the Secretariat for military communications managers in the field. The Service would also assist the Department of Field Support in regard to communications and information systems cooperation programmes with regional military partners. In particular, it would provide specialist technical support to the Military Planning Service in the development of viable deployment and employment plans for military components in the field. In addition, the Service would provide technical advice to the Military Force Generation and Personnel Service during negotiations on contingent-owned equipment.

(d) Military Cooperation, Capabilities and Doctrine Service

45. Building on the work of the current Civil-Military Coordination Liaison Officer in the Office of Military Affairs, it is proposed that a Military Cooperation, Capabilities and Doctrine Service be established to improve United Nations military policies and doctrine, develop capabilities for United Nations peacekeeping missions and enhance activities involving military cooperation. The principal functions of the Service would be to review current, and write new, policies and doctrine, work with troop-contributing countries to harness technology for the development of military peacekeeping capabilities, and participate and support the development and review of policies guiding civil-military operations and the conduct of associated programmes.

46. The Service would work closely with the Department of Field Support, the Policy, Evaluation and Training Division of the Department of Peacekeeping Operations and the other Services in the Office of Military Affairs. It would comprise military evaluation specialists who would provide technical support to the Evaluation Section of the aforementioned Policy, Evaluation and Training Division. The Service would also provide or coordinate the specialist military advice within the Secretariat in support of activities and policy involving military cooperation. One of its principal functions would be to serve as the military focal point on operational issues within the Secretariat for interaction and cooperation with agencies, funds and programmes seeking cooperation or actively cooperating with military components in the field. The Service would assist and provide specialist advice to the integrated operational teams and military components in the field in respect of civil-military operations. The posts added to the Military Planning Service in 2007 for policy, doctrine and capability development would be transferred to this Service.

4. Military mission start-up or surge capacity

47. It is proposed that a military mission start-up or surge capacity be established within the Office of Military Affairs to fill a capability gap by designating certain posts as deployable, so that the nucleus of a military force headquarters could be formed and rapidly deployed to provide the degree of responsiveness required to meet Security Council timelines for the start-up of a new peacekeeping operation, such as UNAMID, or the expansion of an existing peacekeeping operation, as with UNIFIL in 2006. As previously mentioned, while the United Nations standby arrangements system provides a guide to available resources within set time frames, it provides no guarantee of troop contribution by Member States. The operational requirement could range from a small number of specialist officers to strengthen a current operation, to a larger number of officers who could provide the core of a

military force headquarters for a new operation. The intention would be the rapid and effective start-up of the military component, ensuring that a new mission could achieve early effect and credibility, or that a strengthened operation could quickly begin its transition.

48. The start-up and surge capacity would be tailored to best achieve the requirements of a given start-up or surge support situation. It would comprise selected officers from within the services of the Office of Military Affairs with the specialist skills required. It would then be possible to deploy personnel to the field for a period of up to four months until military replacement personnel could be generated from Member States. When selected military officers are deployed to the field, their primary responsibilities would be covered by temporarily adjusting staffing arrangements within the Office of Military Affairs. Leadership of this capacity would depend on the size and complexity of the task, but it would likely require a general officer, such as the proposed Assistant Chief of Staff for Military Operations and Plans.

49. While the Office of Military Affairs could provide the core of the start-up or surge capacity, it would likely require additional military personnel during the planning and deployment period to meet large or more complex requirements to ensure that the capacity of the Office of Military Affairs is not adversely diminished for an extended period. To this end, qualified military personnel could be rapidly deployed from individual Member States or groups of States to augment personnel of the Office of Military Affairs, until military replacement personnel could be generated from Member States. This temporary strengthening of the military mission start-up and surge capacity would be paid for as part of the start-up or expansion costs of a mission.

5. Implications for the Strategic Military Cell

50. A comprehensive review of the Strategic Military Cell has also been conducted. Among the recommendations of the review are the proposed downsizing and, in due course, the incorporation of its core capacities into the structure of the Office of Military Affairs. The phased reduction of the Strategic Military Cell would be directly linked to the strengthening of the Office of Military Affairs. The precise timing of the incorporation of the Strategic Military Cell would be determined by the situation on the ground, the progress made in downsizing the Strategic Military Cell and the progress made in the enhancement and strengthening of the Office of Military Affairs.

V. Resources

51. The resources proposed for the Office of Military Affairs provide for 92 additional posts (3 D-1, 6 P-5, 61 P-4, 14 P-3 and 8 General Service posts). Of those 92 posts, 80 are for seconded military officers and 4 are for civilian professionals. The distribution of the currently approved resources within the proposed structure and the additional requirements for each branch structure are outlined in the annex to the present report.

52. As indicated in the annex, financial resource implications related to the proposed establishment of the additional 92 posts are estimated at $6,399,600. Pending consideration of the present report by the General Assembly, the proposed

budget for the support account for peacekeeping operations for the period from 1 July 2008 to 30 June 2009 does not reflect these requirements. Should the Assembly approve proposals contained in the report, the related costs would be included in the support account requirements for 2008/09.

VI. Conclusions

53. The above proposals represent a significant transformation in the way in which the Office of the Military Affairs is organized to support United Nations peacekeeping operations. While they require further investment by Member States in strengthening the capacity of the United Nations to manage and sustain peacekeeping operations, the benefits would be considerable. The Organization would be better equipped to provide strategic direction and oversight, undertake strategic and operational planning, meet rapid deployment timelines, and provide the required expertise in specialized and critical areas of activity. It would also ensure the enhanced awareness and responsiveness required to support complex military operations in the challenging environments that characterize contemporary peacekeeping. Importantly, these capacities combined would enable the United Nations to prepare for and better adapt to future challenges. Given the pace of change in the twenty-first century, this will be essential for its success.

VII. Action to be taken by the General Assembly

54. **The General Assembly may wish to:**

(a) **Approve the proposals contained in the present report;**

(b) **Decide to include the amount of $6,399,600 in the requirements for the support account for peacekeeping operations for the financial period 2008/09.**

Annex I

Resource implications

A. Human resource requirements

1. The current staffing of the Office of Military Affairs totals 90 posts, including 13 posts for officers assigned on a full-time basis as part of the integrated operational teams in the Office of Operations. To provide the additional capabilities required, an additional 92 posts are requested to strengthen the Office of Military Affairs. This includes 80 new posts for seconded military officers, 18 of whom will be embedded in offices in the Department of Field Support, 4 additional civilian Professional posts and 8 new General Service support posts. The additional civilian positions are requested to provide an institutional memory of functions in the Office of the Military Adviser and in the Military Force Generation and Personnel Service, where knowledge of United Nations rules and procedures contributes to organizational effectiveness and efficiencies. Details of the requirements for each office, including the functions of new positions and those of existing positions which will be reprofiled to carry out new functions, are set out below, while table 1 provides a breakdown of the current and proposed staffing of the Office of Military Affairs, by level.

Table 1
Proposed staffing of the Office of Military Affairs

	Authorized staffing Regular budget, 2008/2009	*Authorized staffing Peacekeeping support account, 2007/2008*	*Additional staffing proposed*	*Total proposed staffing*
Professional category and above				
Under-Secretary-General				
Military Adviser	1			1
D-2		1		1
D-1			3	3
P-5		9	6	15
P-4		55	61	116
P-3		6	14	20
P-2/1				
Subtotal	**1**	**71**	**84**	**156**
General Service category				
Principal level				
Other level	2	16	8	26
Subtotal	**2**	**16**	**8**	**26**
Total	**3**	**87**	**92**	**182**

1. **Office of the Military Adviser**

2. The functions of the Office of the Military Adviser are described in paragraphs 22-23 of the present report. It is proposed that the Office of the Military Adviser comprise 13 posts, including 7 seconded military officers, 2 civilian Professional officers and 4 General Service support staff, adding 3 posts to the 10 posts currently authorized for the Office. The functions of 2 of the currently authorized posts will be adjusted as follows:

(a) **Special Assistant to the Military Adviser (P-5)**. The functions of Special Assistant to the Military Adviser are at present carried out by an officer at the Lieutenant Colonel (P-4) level. The increased size and scope of the role of the Military Adviser and of the Office of Military Affairs envisaged in the present report require a Special Assistant at the level of Colonel (P-5) to ensure the level of experience necessary to provide the support required. It is proposed that this post be provided through redeployment of the existing P-5 position of Chief of Staff, Office of Military Affairs;

(b) **Special Assistant to the Deputy Military Adviser (P-4)**. The Deputy Military Adviser does not at present have a dedicated staff officer to support his or her functions. The Special Assistant will ensure that the Deputy Military Adviser has the necessary level of coordination and management process support to discharge his or her assigned responsibilities. This post would be provided through redeployment of the existing P-4 position of Special Assistant to the Military Adviser.

3. Three additional posts are requested for the Office of the Military Adviser of Military Affairs, as follows:

(a) **Chief of Staff (D-1)**. It is proposed that the position of Chief of Staff be raised to one-star General level. The restructured Office of Military Affairs requires a more senior and experienced officer to address the management and central coordination oversight demands associated with the proposed strengthened and expanded military capacities. In particular, the Chief of Staff will be responsible, on behalf of the Military Adviser, for the prioritization and coordination of staff effort within the Office of Military Affairs and for overseeing the internal management of the Office of the Military Adviser. The Chief of Staff will also ensure that the Office of Military Affairs works in an integrated manner at all levels, within the Department of Peacekeeping Operations and with the Department of Field Support. He or she will: (i) oversee the development and implementation of the programme management plan of the Office; (ii) manage internal coordination and communication and information; (iii) serve as liaison for all cross-cutting issues with other areas of the Department of Peacekeeping Operations and the Department of Field Support and with other offices as appropriate; and (iv) assist the Military Adviser in maintaining engagement with Member States through the United Nations military and police adviser community;

(b) **Legal Officer (P-4)**. The Legal Officer will provide military technical legal advice, in close consultation with the Office of Legal Affairs, regarding the use of force and the associated legal obligations affecting United Nations military components in the field. He or she will provide specialist technical advice on developing and accurately interpreting rules of engagement and will contribute to Secretariat-wide consideration of military technical agreements and other

agreements concerning military matters between the United Nations and its peacekeeping partners;

(c) **Administrative Officer (P-4, civilian)**. Reporting to the Chief of Staff, the Administrative Officer will be primarily responsible for all administrative, financial, budgetary and human resources management matters for the Office of Military Affairs. The growth of the Office and the rotation of seconded positions require a civilian administrative officer experienced in the applicable United Nations processes, rules and procedures for human resources and administrative management. The Administrative Officer will perform a coordination role, interacting directly with the Services and with other offices in the Secretariat in the preparation of financial and budgetary documents, monitoring budgetary allocations and handling all administrative and personnel-related issues. The Administrative Officer will supervise the existing Administrative Officer (P-3) and will also assist the Services in the implementation of the administrative recommendations pertaining to military components, contained in mission evaluation reports.

2. Military Operations and Plans Group

4. The functions of the Military Operations and Plans Group are summarized in paragraph 24 of the present report. The Group consists of four Services: the Military Information Analysis Service, the Military Operations Service, the Military Planning Service and the Military Operational Advisory Service. The Group will be directed by the Assistant Chief of Staff for Military Operations and Plans (D-1, one-star General) and will consist of 105 posts, including 14 positions assigned full time to the integrated operational teams in the Office of Operations of the Department of Peacekeeping Operations

Office of Assistant Chief of Staff for Military Operations and Plans

5. The Office of the Assistant Chief of Staff for Military Operations and Plans will assist the Assistant Chief of Staff in the direction, management and coordination of the activities of the Military Operations and Plans Group and the effective delivery of military operational capability in the field. The Office will consist of two military officers, the Assistant Chief of Staff for Military Operations and Plans (D-1) and the Military Coordination Officer (P-4), and one staff member in the General Service (Other level) category, who will provide the administrative support. The functions of the three additional posts requested for the Office are as follows:

(a) **Assistant Chief of Staff for Military Operations and Plans (D-1)**. Reporting to the Military Adviser, the Assistant Chief of Staff for Military Operations and Plans will be responsible for providing strategic guidance and oversight and for directing the day-to-day activities of the four Services in the Military Operations and Plans Group. The incumbent will also be responsible for the oversight and monitoring of the 14 seconded military officers embedded in the integrated operational teams in the Office of Operations. He or she will ensure that the reports and other products developed in the Military Operations and Plans Group are coordinated with the integrated operational teams and effectively support their priorities. During crisis situations, the Assistant Chief of Staff will be the focal point within the Office of Military Affairs for the coordination of all military technical advice and functional support provided to senior managers of the Department of

Peacekeeping Operations and the Department of Field Support. When appropriate, the Assistant Chief of Staff will lead military technical assessment missions in the field, either as part of a high-level multidimensional mission or in military specific assignments on behalf of the Military Adviser. The Assistant Chief of Staff will be responsible, when required, for leading the military mission start-up or surge capacity in the launching or expansion of a peacekeeping operation, as described in paragraphs 47 to 49 of the present report;

(b) **Military Coordination Officer (P-4)**. The Military Coordination Officer will provide staff support to the Assistant Chief of Staff in all aspects of the functioning of the Office. He or she will review correspondence, prepare briefing notes for the Assistant Chief of Staff, and coordinate the preparation of and provide input to reports as required. He or she will also ensure timely action in respect of the tasks assigned to the Military Operations and Plans Group and coordinate the responses of the Group to the Office of the Military Adviser and other offices, as appropriate. The Military Coordination Officer will also be responsible for developing, and regularly reviewing and updating, operational and management procedures to enhance the delivery and quality of the products and advice provided by the Military Operations and Plans Group;

(c) **Administrative Assistant (General Service (Other level))**. One General Service staff member will provide administrative support to the Office of the Assistant Chief of Staff for Military Operations and Plans.

Military Information Analysis Service

6. The functions of the Military Information Analysis Service are described in paragraphs 25 to 27 of the present report. The Service will consist of the Office of the Chief and four regional military information analysis units, as follows: Africa I region, covering UNAMID, the United Nations Mission in the Sudan (UNMIS), the United Nations Mission in Ethiopia and Eritrea (UNMEE) and MINURCAT; Africa II region, covering the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC), the United Nations Operation in Côte d'Ivoire (UNOCI), the United Nations Mission in Liberia (UNMIL), the United Nations Integrated Office in Sierra Leone (UNIOSIL) and the United Nations Integrated Office in Burundi (BINUB); Asia and Middle East region, covering United Nations Truce Supervision Organization (UNTSO), the United Nations Disengagement Observer Force (UNDOF), the United Nations Mission for the Referendum in Western Sahara (MINURSO), the United Nations Integrated Mission in Timor-Leste (UNMIT), the United Nations Assistance Mission in Afghanistan (UNAMA), the United Nations Assistance Mission for Iraq (UNAMI), the United Nations Mission in Nepal (UNMIN) and supporting the UNIFIL Strategic Military Cell as necessary; and Europe and Latin America region, covering MINUSTAH, the United Nations Peacekeeping Force in Cyprus (UNFICYP), the United Nations Observer Mission in Georgia (UNOMIG) and the United Nations Interim Administration Mission in Kosovo (UNMIK).

7. To provide the required coverage, a level of staffing is requested to allow for the assignment of at least one information analysis officer to developing, updating and coordinating the information analysis products relevant to each field mission. These products will collate information from military sources, the Situation Centre, the Department of Safety and Security and open sources which will be analysed

from the perspective of the military capacities and threats within each mission. Within the regional units, these mission-specific analyses will be incorporated into regional contexts within the Department of Peacekeeping Operations, or the Department of Political Affairs in respect of political missions comprising military personnel. These analyses will contribute to wider threat and risk assessments of the precise nature of the operating environment as it applies to both armed and unarmed field personnel. The products will both inform and be informed by the reports of the Situation Centre and the risk assessments done by the Department of Safety and Security in order to ensure that the widest possible spectrum of specialist analysis is harnessed and coordinated.

8. To provide the required mission coverage, it is proposed that the Service consist of 20 posts, comprising 17 specialist military information analysts and 3 General Service support staff. The Office of the Chief will be responsible for assisting the Chief of Service in the direction, management and coordination of the activities of the Military Information Analysis Service. The Office of the Chief will assist the Chief of Service to oversee appropriately the effective collation of information and the delivery of information analysis products as they relate to the strategic and operational-level interpretation of military threats and capacities in the field, both in regard to implementation of mandate and the security of field personnel and civil populations. The Office of the Chief will consist of two seconded military officers, the Chief of Service (P-5) and Deputy Chief of Service (P-4), along with 3 General Service (Other level) staff who will provide administrative support to the Office of the Chief and for the Service as a whole.

9. Of the 20 posts proposed for the Service, one position will be staffed through redeployment of an existing Planning Officer position (P-3) from the Military Planning Service. The incumbent will carry out the functions of the Military Information Analyst Officer (P-3) outlined below. Nineteen new posts are proposed, consisting of 16 seconded officer posts and 3 General Service (Other level) posts. The functions of these posts are as follows:

(a) **Chief, Military Information Analysis Service (P-5).** The Chief of Service will be responsible for directing the day-to-day activities, as well as providing supervision and oversight to staff within the Service. He or she will be primarily responsible for ensuring that the output and products of the four regional information analysis units are effectively coordinated with and support the priorities and operational requirements of the Military Operations Service, the Military Planning Service, the Military Information Analysis Service, the Military Operational Advisory Service, the Military Cooperation, Capabilities and Doctrine Service, the integrated operational teams and the Department of Field Support. Utilizing the information collated from military components in the field and available from the Situation Centre in the Department of Peacekeeping Operations and coordinating the sharing of information with the Department of Safety and Security, the Chief of Service will lead the military technical analysis effort in respect of operational issues at United Nations field missions. The results of specialist analyses will be shared within the Secretariat to inform decisions on both the operational employment of military capabilities and the threat and risk assessment as regards United Nations personnel in the field. During a crisis in the field, the Chief of Service will coordinate the development and presentation of the updated threat analysis and environmental impact assessments;

(b) **Deputy Chief, Military Information Analysis Service (P-4)**. The Deputy Chief of Service will assist the Chief of Service in the direction, management and coordination of the activities of the Military Information Analysis Service. The Deputy Chief will perform desk officer duties as necessary and will also be responsible for developing, and regularly reviewing and updating, operational and management procedures to enhance the delivery and quality of the products and advice developed by the Service;

(c) **Chief, Regional Military Information Analysis Unit (4 P-4)**. The Chief of each Unit will supervise and direct the day-to-day activities of the Military Information Analyst Officers assigned to the Unit. The Chief will ensure that the Unit effectively supports the operational priorities of the Military Adviser and of the counterpart integrated operational team with responsibility for the field missions in the region assigned to the Unit. The Chief will also ensure ongoing effective liaison with the Department of Safety and Security and the Situation Centre in the coordination of data and analytical products. During a crisis in the field, the Chief of Unit will coordinate the preparation and presentation of the updated threat analysis and environmental impact assessments. In addition to their role as Chief of Unit, these officers will carry out the same desk officer functions outlined below for the Military Information Analyst Officers;

(d) **Military Information Analyst Officers (8 P-4)**. Within the regional units, the Military Information Analyst Officers will be responsible for meeting long-term information requirements in support of the strategic and operational objectives of the Military Adviser, the Military Planning Service and the integrated operational teams, focusing on the regions and areas of operation of specific missions, collating data and conducting analyses of the operating environment and the prevailing military and security threats to United Nations field missions. The Military Information Analyst Officers will assist in the recommendation of the priorities as regards information requirements. In doing so, they will liaise on an ongoing basis with the Department of Safety and Security and the Situation Centre in the coordination of data and analytical products. During crisis situations, the analysts will prepare the threat analysis and environmental impact assessments;

(e) **Military Information Analyst Officers (2 P-3)**. The Military Information Analyst Officers will support and carry out the functions outlined above for the P-4 Military Information Analyst Officers;

(f) **Administrative Assistants (3 General Service (Other level))**. Three General Service staff are required to provide administrative support to the Chief and staff of the Military Information Analysis Service.

Military Operations Service

10. The functions of the Military Operations Service are described in paragraphs 28 and 29 of the present report. The Service will consist of the Office of the Chief of Service and four regional operations units. Based on the current level of peacekeeping activity, the regional units will be assigned the following areas of responsibility: Africa I region, covering UNAMID, UNMIS, UNMEE and MINURCAT; Africa II region, covering MONUC, UNOCI, UNMIL, UNIOSIL and BINUB; Asia and Middle East region, covering UNTSO, UNDOF, MINURSO, UNMIT, UNAMA, UNAMI, UNMIN and supporting the UNIFIL Strategic Military

Cell as necessary; and Europe and Latin America region, covering MINUSTAH, UNFICYP, UNOMIG and UNMIK.

11. On an ongoing basis, the Military Operations Service will be required to monitor and update the operational progress and current activities of the military components within each field mission. The Service will draw on reports and data collated from military components, the Situation Centre and open sources, with outputs presented from the perspective of attainment of military tasks in terms of quantitative and qualitative measures to the integrated operational teams and senior management. At the regional unit level, mission-specific monitoring will be incorporated into a regional context. The outputs of the Service will inform analysis efforts in the Military Planning Service, the Military Operational Advisory Service and the Military Cooperation, Capabilities and Doctrine Service, as well as the Peacekeeping Best Practices Section and Integrated Training Service.

12. At present, the Office of Military Affairs provides strategic and operational support to 28 field missions, including 20 missions led by the Department of Peacekeeping Operations, of which 7 are considered to be large, multidimensional and complex operations. It is proposed that the Service consist of 28 posts, comprising 24 Military Operations Officers, 1 civilian Operations Management Officer and 3 General Service support staff. While complex missions will require coverage by at least two officers, the proposed staffing complement of 25 Professional positions will allow the assignment of at least one Operations Management Officer to monitor and update the operational progress and current activities of military components at each field mission. When necessary, one or more such Officers could also be deployed to participate in a mission surge or start-up capacity.

13. The Office of the Chief is responsible for assisting the Chief of Service in the direction, management and coordination of the activities of the Military Operations Service. The Office of the Chief will consist of one seconded military officer, the Chief of Service (P-5), the Deputy Chief of Service (P-4, civilian) and three administrative support staff in the General Service (Other level) category.

14. Of the 28 posts proposed, 17 will be staffed through existing posts of the Current Military Operations Service, the functions of which are as follows:

(a) **Chief, Military Operations Service (P-5)**. The Chief of Service will be responsible for directing the day-to-day activities, as well as providing supervision and oversight to the staff of the Service. The Chief of Service will be primarily responsible for monitoring the activities and operational progress of United Nations military components in the field. He or she will ensure that the Service supports the operational priorities of the Military Planning Service, the Military Information Analysis Service, the Military Operational Advisory Service, the Military Cooperation, Capabilities and Doctrine Service, the integrated operational teams and the Department of Field Support, and by setting priorities among units and assigning staff effort and resources to meet departmental demands. The Chief of Service will liaise with and act as the Service's focal point with the integrated operational team leaders in regard to the provision of technical support and advice;

(b) **Deputy Chief, Military Operations Service (P-4, civilian)**. The Deputy Chief of Service will assist the Chief of Service in the direction, management and coordination of the activities of the Military Operations Service. The Deputy Chief

will perform desk officer duties as necessary and will also be responsible for developing, and regularly reviewing and updating, operational and management procedures to enhance the delivery and quality of the products and advice developed by the Service. The Deputy Chief of Service will act as the Service's focal point for liaison and cooperation with the Situation Centre;

(c) **Chief, Regional Operations Unit (4 P-4)**. The Chief of each of the four regional operations units will supervise and direct the day-to-day activities of the military operations officers assigned to the Unit. He or she will ensure that the Unit effectively supports the operational priorities of the Military Adviser and of the counterpart integrated operational team with responsibility for the field missions in the region assigned to the Unit. In addition to the role of Chief of Unit, these officers will carry out the same desk officer functions outlined below for the Military Operations Officers;

(d) **Military Operations Officer (8 P-4)**. The Military Operations Officers will be responsible for supporting the operational priorities of the counterpart integrated operational team by: (i) preparing daily situation reports on general and specific issues for each peacekeeping mission; (ii) maintaining current data sheets and briefing packs on each peacekeeping mission and other area field missions, as necessary; (iii) conducting trend and thematic operational analysis of military issues at each mission; (iv) maintaining general briefings to support presentations to Member States and other partners visiting the Secretariat; (v) providing military operational data and related input for briefings; (vi) identifying lessons from military after-action reports and mission end-of-assignment reports, and taking action to address mission-specific issues or providing input to address cross-cutting military issues; (vii) in consultation with the integrated operational team organizing private and informal meetings of troop-contributing countries, as well as working-level meetings with the military advisers of Member States, as necessary; and (viii) coordinating visits to field missions by senior military officers of troop-contributing countries and other peacekeeping military partners;

(e) **Administrative Assistant (3 General Service (Other level))**. Three General Service staff will provide administrative support to the Chief and staff of the Military Operations Service.

15. Given the current level of peacekeeping activity, 11 additional Military Operations Officers (P-4) are requested for the Military Operations Service. These officers will perform the same functions outlined in paragraph 14 (d) above.

Military Planning Service

16. The functions of the Military Planning Service are described in paragraphs 30 to 32 of the present report. The Service will consist of the Office of the Chief of Service and four regional operational planning units, as follows: Africa I region, covering UNAMID, UNMIS, UNMEE and MINURCAT; Africa II region, covering MONUC, UNOCI, UNMIL, UNIOSIL and BINUB; Asia and Middle East region, covering UNTSO, UNDOF, MINURSO, UNMIT, UNAMA, UNAMI, UNMIN and supporting the UNIFIL Strategic Military Cell as necessary; and Europe and Latin America region, covering MINUSTAH, UNFICYP, UNOMIG and UNMIK.

17. The objective of the Military Planning Service will be to produce military strategic and operational plans for the military components of current and future

peacekeeping operations. The Military Planning Service will lead in planning the military components of new and possible peacekeeping operations. The Service will also lead in the provision of military advice on the capabilities, plans and operational employment of military components at each field mission. This will include supporting the integrated operational teams through the development and regular review of mission-specific military-strategic concepts of operation, force requirements and rules of engagement. Similar support will be provided to the Department of Political Affairs in respect of the political missions under its lead which comprise military personnel. In addition, the Service will comprise two long-term planning officers who will focus on the development for senior management of strategic and operational estimates of the potential military role and tasks of the United Nations in possible new peacekeeping missions. The Service will also provide two new specialties, namely, specialist planners for military operational maritime capabilities and military combat, reconnaissance and utility aviation for employment at field missions. These specialist officers will also assist the Military Information Analysis Service and the Military Operations Service in the analysis and monitoring of maritime and aviation capabilities. At the regional unit level, operational employment advice will be incorporated into regional contexts to inform the integrated operational teams and senior management on the precise nature of opportunities for intermission cooperation in the field. Outputs of the Service will also inform analysis efforts in the Military Operational Advisory Service, the Military Cooperation, Capabilities and Doctrine Service and the Peacekeeping Best Practices Section of the Department of Peacekeeping Operations.

18. Given the current level of field operations, it is proposed that the Service consist of 26 posts, comprising 22 Military Operational Planning Officers, 1 civilian Planning Liaison Officer for Regional Organizations and Agencies, and 3 General Service support staff. While taking into account the workload of the Service in relation to new or expanding operations, this staffing will allow for the assignment of at least one planning officer to cover each mission. The proposed staffing would also allow, as required, for the participation of one or more planning officers in a mission surge or start-up capacity.

19. The Office of the Chief is responsible for assisting the Chief of Service in the direction, management and coordination of the activities of the Military Planning Service. The Office of the Chief of Service will consist of six seconded military officers, the Chief of Service (P-5), the Deputy Chief of Service (P-4) and four planning officers for joint and long-term planning (P-4), as well as the Planning Liaison Officer for regional organizations and agencies (P-4) and 3 General Service support staff.

20. Of the 26 posts proposed for the Service, 18 will be staffed through existing posts of the Military Planning Service, namely, 15 seconded military posts and 3 General Service support staff. In addition, the P-4 post of Planning Liaison Officer (civilian) will be provided through the redeployment from the Office of the Military Adviser of the existing P-4 post of Liaison Officer. The incumbents of the 19 existing military and civilian posts will carry out the following functions:

(a) **Chief, Military Planning Service (P-5)**. The Chief of Service will be responsible for directing the day-to-day activities and providing supervision and oversight to the staff of the Military Planning Service. The Chief will be primarily responsible for developing strategic and operational plans for the employment of

military capabilities at field missions. He or she will ensure that the Service supports the strategic and operational priorities of the Military Operations Service, the Military Information Analysis Service, the Military Operational Advisory Service, the Military Force Generation and Personnel Service, the Military Cooperation, Capabilities and Doctrine Service, the integrated operational teams and the Department of Field Support, and will assign staff effort and resources to meet departmental demands. The Chief of Service will liaise with the integrated operational team leaders and act as the Service's focal point in the provision of specialist military planning support. As necessary, the Chief will lead or take part in the assessment teams sent to planned or established missions to aid the development of operational plans;

(b) **Deputy Chief, Military Planning Service (P-4)**. The Deputy Chief of Service will assist the Chief of Service in the direction, management and coordination of the activities of the Military Planning Service. The Deputy Chief will perform desk officer duties as necessary and will be responsible for developing, and regularly reviewing and updating, operational and management procedures to enhance the delivery and quality of the products and advice developed by the Service;

(c) **Planning Liaison Officer, Regional Organizations and Agencies (P-4, civilian)**. The Planning Liaison Officer will establish and maintain a liaison framework with regional organizations and agencies with a particular focus on enhancing cooperation and consultation in respect of operational planning activities undertaken in support of current or possible field missions. In particular, the Planning Liaison Officer will act as the focal point for regional organizations seeking to establish or enhance planning cooperation or assistance or to contribute to the development of supporting policy and guidelines. The Planning Liaison Officer will also be responsible for facilitating and enhancing consultation between the other Services in the Office of Military Affairs and regional organizations, as necessary;

(d) **Long-term Planning Officer, Joint and Long-term Planning (2 P-4)**. The Long-term Planning Officers (military) will be responsible for developing strategic estimates, identifying likely scenarios with possible military courses of action for potential new missions, and developing operational estimates and describing possible operational frameworks for selected courses of action. The estimates will support departmental analysis of conflict, post-conflict or crisis situations under consideration for a United Nations peacekeeping response that involves military capabilities. These Officers will draw upon the range of military technical expertise available from military information analysis, maritime, aviation, engineering, logistics and communications specialists;

(e) **Chief, Regional Operational Planning Unit (4 P-4)**. The Chief of Unit will supervise and direct the day-to-day activities of the Military Planning Officers assigned to the Unit. The Chief will ensure that the Unit effectively supports the military planning needs and priorities of the Military Adviser and the counterpart integrated operational team with responsibility for the field missions in the region assigned to the Unit. In addition to their role as Chief of Unit, these officers will carry out the same desk officer functions outlined below for the Military Planning Officers;

(f) **Military Planning Officer (7 P-4)**. Within the Regional Operational Planning Units, the Military Planning Officers will be responsible for supporting the operational priorities of the counterpart integrated operational team by: (i) contributing to the development of the terms of reference for the technical assessments of possible or current field missions, in which they will thereafter participate, as necessary; (ii) contributing military analysis and findings from technical assessments in the field to reports of the Secretary-General; (iii) in coordination with the integrated operational team, developing new, or adjusting current, military-strategic concepts of operation; (iv) developing military force requirements to inform the force-generation process; (v) in consultation with the military legal adviser, developing the initial draft of new or adjusted military rules of engagement; and (vi) assisting the integrated operational team in developing and providing accurate, coherent and timely military planning advice in response to specific requests from field missions;

(g) **Administrative Assistant (3 General Service (Other level))**. Three General Service staff will provide administrative support to the Chief and staff of the Military Planning Service.

21. To effectively meet the responsibilities assigned to the Military Planning Service, seven additional positions are required, as follows:

(a) **Military Planning Officer (5 P-4)**. Five Military Planning Officers are required to supplement the existing seven posts performing the functions outlined in paragraph 20 (f) above;

(b) **Military Maritime Operations Planning Officer, Joint and Long-term Planning (P-4)**. At present, three missions (UNIFIL, MONUC and UNMIS) carry out naval or riverine operations, with a fleet of 32 vessels. The Military Maritime Operations Planning Officer will provide specialist advice and planning support for naval and riverine capabilities at current or new missions. He or she will support the integrated operational teams by defining, and providing advice on, the employment of maritime (combat, reconnaissance and surveillance) capabilities for field missions, and developing specific maritime operations guidance and direction for inclusion in concepts of operations, as well as technical data on maritime force requirements. In coordination with the Military Operations Service and integrated operational teams, he or she will monitor the deployment of fleet operations; act as focal point for troop-contributing countries in regard to maritime operations, planning matters and fleet standards; assist the Military Force Generation and Personnel Service in concluding memorandums of understanding and letters of assist; and, as required, participate in predeployment and mission assessment visits and verification missions to troop-contributing countries;

(c) **Military Aviation Operations Planning Officer, Joint and Long-term Planning (P-4)**. Aviation operations are at present conducted in seven field missions (UNMIL, UNIFIL, MINUSTAH, MONUC, UNAMID, UNOCI and UNMIS), utilizing 22 operational aircraft and 73 logistical support aircraft. The Military Aviation Operations Planning Officer will: (i) provide specific aviation operational advice (combat, reconnaissance or surveillance) and data for inclusion in military strategic concepts of operational and force requirements; (ii) ensure the effective application by field missions of measures that will appropriately mitigate the risks to personnel and aircraft during aviation operations; (iii) conduct technical evaluations and provide technical advice on the selection of operational aircraft,

airfield services and infrastructure; (iv) monitor the operational aviation fleet composition, ensuring that fleet segment and fleet utilization at field missions are optimized; (v) ensure that lessons learned inform policy and guidance reviews; (vi) provide aeronautical guidance to ensure the compliance of field missions with United Nations and international standards; and (vii) monitor the compliance of mission with commonly agreed aviation operational standards.

Military Operational Advisory Service

22. The functions of the Military Operational Advisory Service are described in paragraphs 33 to 36 of the present report. The Service will complement the work of the Integrated Training Service by providing mission-specific military operational employment advice to troop-contributing countries. The Integrated Training Service develops generic standard training modules designed to assist Member States in training and preparing personnel for employment at field missions. It is, however, neither structured nor resourced to deliver mission-specific military operational employment advice to Member States. The need for this advice reflects the increased complexity and higher threat environments of peacekeeping operations and the number of Member States participating in peacekeeping operations, as evidenced by the growth in the number of troop-contributing countries from 89 in January 2003 to 119 in January 2008. Owing to the higher threat environments in which United Nations peacekeeping missions now more routinely operate, more comprehensive training of military contingents is required. While training remains the responsibility of troop-contributing countries, a greater degree of advice and guidance on operational tasks and challenges is required from the United Nations to assist their predeployment preparations. In addition, new contributors are not familiar with peacekeeping practices and operational employment standards, particularly in the context of complex peacekeeping operations in which specific military capabilities and techniques are required to protect vulnerable civilian populations and adequately address deteriorating or hazardous security environments. In the context of the establishment of UNAMID, the Office of Military Affairs conducted visits to several new or potential troop-contributing countries to explain fully the operational capability requirements and performance standards required for participation in that mission. Those visits reinforced the need to complement the generic United Nations training and education standards delivered by the Integrated Training Service with mission-specific and operationally focused training advice which would enhance the preparations undertaken by many troop-contributing countries.

23. The Service will consist of 14 new posts, comprising 12 specialist Military Operational Advisory Officers and two General Service support staff. The Officers will develop mission-specific operational employment advice for Member States that builds upon the military-strategic concepts of operations and force requirements developed by the Military Planning Service. The Officers will develop for each mission an essential task list for each type of military unit, which will include operational capability objectives along with supporting conditions and standards. In developing these lists, the Military Operational Advisory Service will draw upon the reports, analysis and advice of the Military Information Analysis Service, the Military Operations Service, the Military Planning Service, the Department of Field Support and the Department of Safety and Security. The advice developed by the Service will then be presented to troop-contributing countries and, where required, a

team of three to four Officers will assist the Member State concerned to develop, deliver and/or evaluate appropriate mission-specific predeployment activities. The proposed staffing will also allow the Service to focus concurrently on the development of mission-specific essential task lists for unit types in support of the current 17 peacekeeping operations, with priority assigned to complex operations.

24. The Office of the Chief is responsible for assisting the Chief of Service in the direction, management and coordination of the activities of the Military Operational Advisory Service. The Office of the Chief will consist of two seconded military officers, the Chief of Service (P-5) and the Deputy Chief of Service (P-4), along with two General Service support staff. The functions of the 14 new positions requested are as follows:

(a) **Chief, Military Operational Advisory Service (P-5)**. The Chief of Service will be responsible for directing the day-to-day activities and for providing supervision and oversight to the staff of the Military Operational Advisory Service. The Chief of Service will be primarily responsible for ensuring that practical and readily adaptable advice is developed and provided to troop-contributing countries on the operational employment of military capabilities at specific field missions. The Chief of Service will ensure that the Service supports the operational priorities of the Military Operations Service, the Military Planning Service, the Military Cooperation, Capabilities and Doctrine Service, the integrated operational teams, the Integrated Training Service and the Department of Field Support. He or she will formulate and assign priorities to advisory teams and assign staff effort and resources to meet departmental demands. The Chief will be the focal point for the integrated operational team leaders and the Department of Field Support in the provision of specialist operational advisory support to troop-contributing countries;

(b) **Deputy Chief of Service, Military Operational Advisory Service (P-4)**. The Deputy Chief of Service will assist the Chief of Service in the direction, management and coordination of the activities of Military Operational Advisory Service. The Deputy Chief will be the focal point for the Integrated Training Service and will ensure that lessons learned from the operational advisory programmes inform policy guidance and training standards. The Deputy Chief will, as necessary, perform the duties of team member or team leader and will be responsible for developing, and regularly reviewing and updating, operational and management procedures to enhance the delivery and quality of the products and advice developed by the Service;

(c) **Military Operational Advisory Officer (10 P-4)**. The Military Operational Advisory Officers will be responsible for: (i) conducting technical surveys of current or new field missions to ascertain mission-specific operating environments, challenges and standards for military capabilities; (ii) developing, in consultation with the Military Planning Service, the integrated operational teams and the Department of Field Support, mission-specific operational advisory programmes to inform troop-contributing countries of the nature of the tactical operations of land, air and waterborne combat, reconnaissance and surveillance capabilities required by the United Nations, and for the conduct of mission-enabling operations, such as air transport, engineering and logistical supply and support operations; (iii) assisting, where necessary, troop-contributing countries in establishing mission-specific predeployment training programmes which will enable the timely delivery of prepared troops to field missions; (iv) as requested by troop-

contributing countries and as directed by the Military Adviser, assisting troop contributors in the evaluation of mission predeployment training standards and unit competency levels; and (v) developing policies and guidelines that will enhance United Nations military operational employment standards;

(d) **Administrative Assistant (2 General Service (Other level))**. Two General Service support staff are required to provide administrative support to the Chief and Officers of the Military Operational Advisory Service.

Integrated Operational Teams

25. The establishment of the integrated operational teams within the Office of Operations was designed to ensure more coherent and timely support for peacekeeping missions. To meet the requirements of the six integrated operational teams, each of which will include a Senior Military Liaison Officer (P-5, Colonel), an additional Senior Military Liaison Officer post is requested, in addition to the five posts currently authorized. The Senior Military Liaison Officer will be assigned on a full-time basis to one of the integrated operational teams. The functions of this Officer are as follows:

(a) **Senior Military Liaison Officer (P-5)**. Reporting to the integrated operational team leader, the Senior Military Liaison Officer will advise, facilitate and coordinate military issues relating to the missions under the responsibility of the team. Drawing on the capacities of the Office of Military Affairs, he or she will: (i) assist the team in planning and integrating military elements during the development of strategic and operational estimates, concepts of operations and operational plans; (ii) prepare expert military advice on related operational matters for the integrated operational team leader; (iii) advise on military staffing and force-generation levels to ensure they are commensurate with planned operations and activities in order to fulfil mission mandates; (iv) liaise on and coordinate essential military issues and activities with other areas of the Department of Peacekeeping Operations, the Department of Field Support, the Permanent Missions to the United Nations, offices, agencies and other parties; and (v) act as an intermediary between field missions and Headquarters staff on military matters. The Senior Military Liaison Officer will facilitate the flow of critical information to and from assigned missions to inform the planning process. He or she will coordinate response actions from the Office of Military Affairs to the integrated operational teams and oversee the work of the P-4 Military Liaison Officer within the integrated operational team.

Military Policy and Support Group

26. The functions of the Military Policy and Support Group are described in paragraphs 37 and 38 of the present report. The Group consists of four Services: the Military Force Generation and Personnel Service, the Military Field Support Service, the Military Communications Support Service and the Military Cooperation, Capabilities and Doctrine Service. The Group will be directed by the Assistant Chief of Staff for Military Policy and Support (D-1, one-star General) and will consist of 64 military and civilian staff in total.

Office of the Assistant Chief of Staff for Military Policy and Support

27. The Office of the Assistant Chief of Staff for Military Policy and Support is responsible for assisting the Assistant Chief of Staff in the direction, management and coordination of the activities of the Group, the effective generation and deployment of military operational capability in the field and the development of military-related policies and military capability. The Office will consist of two military officers, the Assistant Chief of Staff for Military Policy and Support (D-1) and a Military Coordination Officer (P-4), supported by one General Service (Other level) staff member. The functions of the three posts are as follows:

(a) **Assistant Chief of Staff for Military Policy and Support (D-1).** Reporting to the Military Adviser, the Assistant Chief of Staff for Military Policy and Support will be responsible for directing the day-to-day activities and providing strategic guidance and oversight to the four Services in the Group. The Assistant Chief of Staff will also be responsible for the oversight and monitoring of the military seconded officers embedded in the Department of Field Support, ensuring that the quality and delivery of advice to the line managers of the Department of Field Support is in accordance with the policies and standards established by the Military Adviser. On behalf of the Military Adviser, he or she will be responsible for ensuring that the specialist military participation in and the input and advice provided to Secretariat-level policy review and development are appropriately coordinated and presented. The Assistant Chief of Staff will represent the Military Adviser in negotiations with troop-contributing countries on memorandums of understanding;

(b) **Military Coordination Officer, Policy and Support (P-4).** The Military Coordination Officer will provide staff support to the Assistant Chief of Staff in all aspects of the functioning of the Office. He or she will review correspondence, prepare briefing notes for the Assistant Chief of Staff, and coordinate the preparation of and provide input to various reports, as required. The Military Coordination Officer will be responsible for developing, and regularly reviewing and updating, operational and management procedures to enhance the delivery and quality of the products and advice developed by the Military Policy and Support Group. On behalf of the Assistant Chief of Staff, the Coordination Officer will liaise with the managers in the Department of Field Support responsible for directing the day-to-day activities of the seconded military logistics and finance officers embedded within that Department;

(c) **Administrative Assistant (General Service (Other level)).** One General Service staff member will provide administrative support to the Office of the Assistant Chief of Staff for Military Policy and Support.

Military Force Generation and Personnel Service

28. The functions of the Military Force Generation and Personnel Service are described in paragraphs 39 and 40 of the present report. The Service will consist of the Office of the Chief, the Military Force Generation Unit, the Military Personnel Administration Unit, and the United Nations Standby Arrangements System and Contingent-owned Equipment Unit. It is proposed that the Service consist of 30 posts, comprising 18 specialist military planning officers, 4 civilian administrative and planning officers and 8 General Service support staff.

29. The Office of the Chief of the Military Force Generation and Personnel Service will be responsible for assisting the Chief of Service in the direction, management and coordination of the activities of the Service. The Office will assist the Chief of Service in working closely with troop-contributing countries to generate the formed units and individuals required for military components at current and new field missions and to ensure that United Nations responsibilities for military personnel administration are appropriately exercised. The Office of the Chief will consist of one seconded military officer, the Chief of Service (P-5), the Deputy Chief of Service (P-4, civilian) and one General Service (Other level) staff member to provide administrative support. Seven additional General Service (Other level) staff members will provide substantive and administrative support across the range of technical functions of the Service.

30. Of the 30 posts, 5 will be new: 2 posts for seconded military officers and 3 for civilian Professionals. The remaining 25 military and civilian posts will be provided from existing posts within the current Force Generation Service. The functions of the posts are as follows:

(a) **Chief, Military Force Generation and Personnel Service (P-5).** The Chief of Service will be responsible for all aspects of military force generation and the application of military personnel administrative policies, as well as the management of the United Nations Standby Arrangement System and Contingent-owned Equipment Unit in support of current military contributions to 28 field presences and planning for new missions. He or she will supervise and direct the staff of the Service, setting priorities and assigning staff resources to meet departmental demands. The Chief will ensure that the outputs of the specialist units of the Service support the operational priorities of the Military Planning Service, the integrated operational teams, the Department of Field Support and the Department of Political Affairs. The Chief will act as the focal point for integrated operational team leaders in respect of the provision of military force-generation and personnel administration services and support;

(b) **Deputy Chief, Military Force Generation and Personnel Service (P-4, civilian).** The Deputy Chief of Service will assist the Chief of Service in the direction, management and coordination of the activities of the Military Force Generation and Personnel Service. The Deputy Chief will perform planning officer duties as necessary and will be responsible for developing, and regularly reviewing and updating, operational and management procedures to enhance the delivery and quality of the products and advice developed by the Service. In addition, the Deputy Chief of Service will act as the focal point for liaison and cooperation with the Department of Field Support;

(c) **Chief, Military Force Generation Unit (P-4).** The Chief of the Military Force Generation Unit will be responsible for supervising and coordinating the efforts of the force generation officers to ensure that the Unit supports the force deployment priorities of the Military Adviser and the integrated operational teams;

(d) **Chief, Military Personnel Administration Unit (P-4).** The Chief of the Military Personnel Administration Unit will supervise and direct the officers in the Unit to ensure that the provision of advice and implementing actions are in accordance with the policies, rules and regulations associated with the staff administration of military personnel assigned to United Nations service in the field. The Chief will ensure that the outputs of the Unit support the operational priorities

of the Military Adviser and the integrated operations teams by setting its priorities and assigning staff effort and resources accordingly;

(e) **Chief, United Nations Standby Arrangements System and Contingent-owned Equipment Unit (P-4).** The Chief of the United Nations Standby Arrangements System and Contingent-owned Equipment Unit will be responsible for the maintenance and enhancement of the United Nations standby arrangements system and for ensuring that force generation planning officers are kept informed of all relevant mission-specific contingent-owned equipment issues, particularly during negotiations on memorandums of understanding. The Chief will also ensure that the Military Force Generation and Personnel Service is aware of contingent-owned equipment issues that impact on the force generation process, and supplement the monitoring of compliance and standards undertaken by the Department of Field Support by acting as technical liaison for force generation planning officers in regard to mission-specific contingent-owned equipment issues, particularly in the preparation for negotiations on memorandums of understanding. He or she will supervise and direct the staff of the Unit, ensuring that its output supports the priorities of the Military Force Generation and Personnel Service, the Military Planning Service and the integrated operational teams, while also monitoring the exchange of data and information with the contingent-owned equipment unit in the Department of Field Support to ensure that the contingent-owned equipment database of the Service is accurately maintained;

(f) **Military Planning Officer, Military Force Generation Unit (9 P-4).** The Military Planning Officers will support the activities of the missions and the counterpart integrated operational team by: (i) undertaking technical assessments of military components in the field; (ii) providing advice to the Military Adviser and integrated operational teams on mission-specific force generation issues; (iii) engaging with potential troop contributors with a view to meeting the requirement for military capabilities at new or current field missions; (iv) contributing to departmental negotiations with troop contributors for the conclusion of memorandums of understanding; (v) conducting predeployment visits to ascertain the preparedness of troop-contributing countries; (vi) ensuring that the recruitment, selection, deployment, extensions and rotations of military experts at missions and of staff officers are in accordance with United Nations rules and regulations; and (vii) initiating the rotation and replacement of military experts at missions and of staff officers for current missions;

(g) **Military Planning Officer, Military Personnel Administration Unit (P-4).** The Military Planning Officer will be responsible for ensuring that military components observe United Nations rules and regulations governing conditions of employment and service for military personnel. The Officer will be the primary liaison within the Secretariat with troop-contributing countries and field missions in regard to the administrative processes associated with the occurrence of military personnel casualties and in respect of actions taken in response to allegations of misconduct or poor discipline by military personnel during assignment to United Nations service. The Officer will also evaluate and provide advice to the Military Adviser in response to enquiries regarding entitlement to United Nations service recognition;

(h) **Military Planning Officer, Military Personnel Administration Unit (P-3).** The Military Planning Officer will support and assist the P-4 Military

Planning Officer in the conduct of the above-mentioned tasks. He or she will maintain the United Nations database and records relating to military service by individuals and will also maintain statistics related to the military contributions of Member States to United Nations field operations;

(i) **Military Planning Officer, United Nations Standby Arrangements System and Contingent-owned Equipment Unit (P-3).** The Military Planning Officer will supplement the existing staff of the United Nations Standby Arrangements System and Contingent-owned Equipment Unit in performing the functions outlined in paragraph 31 (c) below. This Officer will be specifically responsible for maintaining the United Nations standby arrangements system database and associated records;

(j) **Administrative Assistant (8 General Service (Other level)).** Eight General Service staff will provide administrative support to the Chief and members of the Military Force Generation and Personnel Service.

31. Given the level of expansion of military components at field missions, five additional posts are requested for the Military Force Generation and Personnel Service, as follows:

(a) **Military Planning Officer, Military Force Generation Unit (P-4).** One additional Military Planning Officer is required to supplement the existing nine positions in performing the functions outlined in paragraph 30 (f) above;

(b) **Administrative Officer, Military Personnel Administration Unit (P-4, civilian).** One Administrative Officer is required to supplement the existing P-4 post of Military Planning Officer in performing the functions outlined in paragraph 30 (g) above.

(c) **Military Planning Officer, United Nations Standby Arrangements System and Contingent-owned Equipment Unit (P-4).** The Military Planning Officer will: (i) oversee the effective implementation of contingent-owned equipment policies and rules during force-generation activities and negotiations related to financial agreements; (ii) provide long-term continuity for the United Nations standby arrangements system, with particular responsibilities for the development and maintenance of the system's tables of organization and equipment; (iii) act as focal point for coordination with the contingent-owned equipment unit in the Department of Field Support; (iv) ensure that contingent-owned equipment issues relevant to negotiations on memorandums of understanding are made known to officers participating in negotiations with Member States; and (v) participate as the standing member for the Military Force Generation and Personnel Service in the Working Group on Contingent-owned Equipment.

(d) **Rotation Cell Officer, Military Personnel Administration Unit (P-3, civilian).** Given the level of rotations, a dedicated, full-time capacity is required for this function. The proposed Rotation Cell Officer will be responsible for coordinating the rotation schedules of outgoing and incoming military personnel across all 28 field presences. The incumbent will also act as liaison between the Office of Military Affairs and troop-contributing countries, the Department of Field Support, the Department of Political Affairs and the field missions in regard to the development and adjustment of the rotation schedule;

(e) **Planning Officer, United Nations Standby Arrangements System and Contingent-owned Equipment Unit (P-3, civilian).** The Planning Officer is required to supplement the existing positions in the Unit in performing the functions outlined in subparagraph (c) above.

Military Field Support Service

32. The functions of the Military Field Support Service are described in paragraphs 41 and 42 of the present report. The Service will provide military logistics and finance specialists to strengthen integrated civilian and military logistical and budgetary support to field missions. It is proposed that the Service consist of 13 military officers with expertise in the maritime, aviation and engineering areas, management of contingent-owned equipment, processing of financial claims, budgetary management, field rations management and petroleum, oils and lubricants. Two of these positions, the Military Engineering Support Officer (P-3) and the Military Logistics Support Officer, Contingent-owned Equipment (P-3), will be staffed through the redeployment of two existing Planning Officer (P-3) positions from the Military Planning Service.

33. Twelve officers will be embedded in the Department of Field Support, working alongside their counterpart civilian logistics specialists under the day-to-day direction of the line managers of the Department of Field Support. Within their areas of responsibility, the embedded officers will ensure that the military technical advice and reports provided to managers in the Department of Field Support are coordinated, through the Chief of the Military Field Support Service, with the Office of Military Affairs and, in particular, the Military Operations Service, the Military Planning Service, the Military Operational Advisory Service and the Military Force Generation and Personnel Service, and that the advice is in line with the policies and standards set by the Military Adviser.

34. Eleven additional posts are requested for the Military Field Support Service as follows:

(a) **Chief, Military Field Support Service (P-5).** The Chief of Service will be responsible for providing military oversight of the 12 specialist military logistics officers embedded in the Department of Field Support. The Chief will ensure that the military technical advice provided to the line managers of the Department of Field Support is fully coordinated with the Military Operations Service, the Military Planning Service, the Military Force Generation and Personnel Service and the Military Cooperation, Capabilities and Doctrine Service and is in line with the policies and standards established by the Military Adviser. The Chief of Service will act as primary liaison with the line and senior managers of the Department of Field Support, who will direct the day-to-day activities of the military logistics specialists.

(b) **Military Maritime Support Officer (P-4).** The Office of Military Affairs has at present no military specialist to backstop maritime operations at field missions. Reporting to the Chief of the Movement Control Section, Transportation and Movement Service, Logistics Support Division, Department of Field Support, the Military Maritime Support Officer (Lieutenant Colonel) will be responsible for assisting and enabling the Department of Field Support to achieve operational goals and management objectives in support of the naval or riverine operations currently conducted at three field missions (UNIFIL, MONUC and UNMIS) with a fleet of 32 vessels. He or she will provide specialist advice and operational planning support

for new naval and riverine capabilities at current or at new missions, and will be responsible for providing advice on military maritime support and technical support in maritime planning to enhance the delivery of logistical support to field missions. He or she will also: (i) develop technical guidance for the conduct of naval logistical operations and contract management at field missions; (ii) ensure that fleet composition, fleet segment and fleet utilization are optimized; (iii) coordinate and monitor fleet deployments; (iv) act as the focal point for troop-contributing countries and field missions for naval logistical matters; (v) provide nautical guidance to ensure the compliance of missions with Secretariat standards and those of international authorities; (vi) monitor the compliance of field missions with standards and operating procedures for humanitarian and naval transport operations to ensure interoperability among United Nations agencies in naval operations; (vii) participate in technical survey missions, predeployment verification missions to troop-contributing countries and negotiations with troop-contributing countries on contingent-owned equipment; (viii) prepare documentation for letters of assist between the United Nations and countries contributing the naval logistical assets; and (ix) develop and monitor the verification process for the use of the vessels and for the utilization of the aircraft on board;

(c) **Military Aviation Support Officers (P-4 and P-3).** The Office of Military Affairs has at present no military specialist to backstop military aviation operations at field missions. Reporting to the Chief of the Air Transport Section, Transportation and Movement Service, Logistics Support Division, Department of Field Support, the two Military Aviation Support Officers (Lieutenant Colonel and Major) will be responsible for coordinating and providing advice on military aviation support and technical support in aviation planning. The two Officers will provide support for the aviation operations currently conducted at seven field missions (UNMIL, UNIFIL, MINUSTAH, MONUC, UNAMID, UNOCI and UNMIS) with a fleet of 22 operational aircraft and 73 logistical support aircraft. They will also provide specialist advice and operational planning support for aviation logistical capabilities (utility and transport aircraft) at current or new missions. In addition, the incumbents will: (i) assist in the management of letters of assist for the aviation fleet at field missions; (ii) help to ensure the air safety of military and civilian personnel; (iii) formulate budgetary requests for the aviation resources at field missions; (iv) conduct technical evaluations relating to airfield services and infrastructure; (v) ensure the timely payment of invoices for air assets provided by governments; (vi) ensure the assessment of aircraft performance in accordance with best practice and ensure that aircraft have a performance capability that will meet mission-limiting factors; (vii) ensure that fleet composition, fleet segment and fleet utilization are optimized; and (viii) monitor the compliance of field missions with agreed aviation mission standards and operating procedures for humanitarian and air transport operation to ensure interoperability among United Nations agencies in aviation operations;

(d) **Military Engineering Support Officer (P-4).** At present, military engineering units, comprising over 5,000 personnel, operate at seven field missions. Reporting to the Chief of the Engineering Section, Specialist Support Service, Logistics Support Division, the Military Engineering Support Officer will be responsible for coordinating and providing military engineering advice and technical planning support. The Military Engineering Officer will also provide technical expertise and planning support to enable the Department of Field Support

to, inter alia, build accommodation and ablution units, provide access to water, set up generator sets, wastewater treatment plants and water purification units in operational areas, and maintain or build the roads and airfields that will enable military and civilian capacities to implement mandated tasks in the field. The incumbent will, as appropriate, assist in negotiating memorandums of understanding with the troop-contributing countries, and collate and maintain mission-specific profiles of the activities of military engineering contingents and their productivity. He or she will participate in planning processes for new missions, including the preparation of engineering cost implications and the planning of utility requirements, and will conduct predeployment visits to troop-contributing countries;

(e) **Military Logistics Support Officer, Movement Control (P-3).** Reporting to the Chief of the Movement Control Section, Transportation and Movement Service, Logistics Support Division, the Military Logistics Support Officer will provide movement control advice and technical planning support in respect of the delivery and recovery of military capabilities to and from field missions. In particular, the Officer will assist in the rotation of approximately 29,500 personnel twice each year (120,000 one-way movements), and liaise with troop-contributing countries and field missions in regard to passenger and cargo movement schedules, verifying the accuracy of cargo load lists and preparing mission-specific troop rotation schedules;

(f) **Military Logistics Support Officer, Contingent-owned Equipment (P-4).** Reporting to the Chief of the Contingent-owned Equipment and Property Management Unit, Special Support Service, Logistics Support Division, the Military Logistics Support Officer will coordinate and provide technical military advice to the Department of Field Support regarding the management of contingent-owned equipment. The Officer will: (i) conduct regular assessment and analysis of contingent-owned equipment inventories, capabilities and performance, and trends in the delivery of goods and services by troop-contributing countries and the United Nations with a view to identifying the potential for efficiency gains and cost savings; (ii) review the verification reports submitted by field missions; (iii) assist in the conduct of predeployment visits to troop-contributing countries and assessments by field missions of the operational capabilities of deployed military units; and (iv) where possible, identify ways of maximizing the efficient provision of major equipment and self-sustainment services by troop contributors and the United Nations, including the review of alternate, more cost-effective methods of providing such support. Given the workload involved, he or she will supervise the work of the P-3 Military Logistics Support Officer, Contingent-owned Equipment.

(g) **Military Support Officer, Military Component Financial Claims (P-3).** Reporting to the Chief of the Memorandum of Understanding and Claims Management Section, Field Budget and Finance Division, the Military Support Officer will provide technical advice to the Department of Field Support regarding the management of financial claims from troop-contributing countries with a view to enhancing the efficient management of military components in the field. He or she will provide advice in respect of contingent-owned equipment, letters of assist and death and disability claims from troop-contributing countries with the aim of enhancing the capacity to reimburse appropriately and promptly troop-contributing countries. The Military Support Officer will review and validate the operational requirements of contingent-owned equipment in preparation for negotiations on memorandums of understanding to ensure adherence to the Contingent-owned

Equipment Manual and consistency of application across missions and troop-contributing countries;

(h) **Military Support Officer, Military Component Budgets (P-3).** Reporting to the Chief of the Budget and Performance Reporting Service, Field Budget and Finance Division, the Military Support Officer will provide technical advice to the Department of Field Support regarding the management of budgets affecting military components in the field with a view to enhancing the efficient management of military components in the field. The Military Support Officer will also provide technical expertise and advice to the Department regarding the coordination, preparation and analysis of budgets for contingent-owned equipment (major equipment and self-sustainment) for military contingents with the aim of ensuring consistency and completeness of the budgetary submission. The Officer will monitor budget implementation and the administration of allotments through the review and reconciliation of expenditures;

(i) **Military Logistics Support Officer, Rations (P-3).** Reporting to the Chief of the Supply Section, Specialist Support Service, Logistics Support Division, the Military Logistics Support Officer will ensure that the quality and delivery of advice, reports and operational data regarding rations support requirements for military components meet the standards established by the Military Adviser. He or she will provide technical advice to the Department of Field Support regarding the management of rations support to military components. In particular, the Officer will: (i) assist in the oversight of all aspects of rations management, including contract implementation, quality assurance, budget review, performance reporting and routine support of mission activities; (ii) assess and manage rationing requirements for field missions; (iii) assist in planning to ensure the availability and supply of fresh rations and ration products; and (iv) participate in predeployment visits and provide advice to senior management on issues pertaining to the management of rations at relevant field missions;

(j) **Military Logistics Support Officer, Petroleum, Oils and Lubricants (P-3).** As a commodity, fuel represents the second largest annual expenditure at field missions with an overall petroleum, oil and lubricant budget of $327 million in 2006/07. Fuel is currently supplied in support of 24,000 vehicles, 4,600 generators and over 200 aircraft under 84 fuel contracts. Reporting to the Chief of the Supply Section, Specialist Support Service, Logistics Support Division, the Military Logistics Support Officer will provide technical advice to the Department of Field Support regarding the management of petroleum, oils and lubricants by military components.

Military Communications Support Service

35. The functions of the Military Communications Service are described in paragraphs 43 and 44 of the present report. The Service will provide military advice and support in the planning and implementation of military communications support to field missions with the aim of ensuring that military and civilian systems are combined in a seamless communications architecture. The Service will consist of seven specialist military communications officers, six of whom will be embedded in the Communication and Information Technology Service, Logistics Support Division, Department of Field Support. These officers will work alongside their counterpart civilian communications and information system specialists under the

day-to-day direction of the Chief of the Communication and Information Technology Service. Within their areas of responsibility, the embedded officers will ensure that the military technical advice and reports provided to managers in the Department of Field Support are coordinated, through the Chief of the Military Field Support Service, with the Office of Military Affairs and in particular with the Military Operations Service, the Military Planning Service, the Military Operational Advisory Service and the Military Force Generation and Personnel Service, as appropriate.

36. Seven additional posts are requested for the Military Communications Support Service, as follows:

(a) **Chief of Service, Military Communications Support Service (P-5).** The Chief of Service will be responsible for providing military oversight of the six military communications officers embedded in the Department of Field Support. The Chief of Service will ensure that the quality of the military technical advice provided to line managers in the Communication and Information Technology Service is fully coordinated with the Military Operations Service, the Military Planning Service, the Military Force Generation and Personnel Service and the Military Cooperation, Capabilities and Doctrine Service and is in line with the policies and standards established by the Military Adviser. The Chief of Service will act as primary liaison with the line and senior managers in the Department of Field Support, who will direct the day-to-day activities of the military communications officers and ensure effective operational management and coordinated planning between the Department of Field Support and the Office of Military Affairs in regard to all aspects of military communications;

(b) **Military Communications Policy and Equipment Officer (P-4).** Reporting to the Chief of the Communication and Information Technology Service, the Military Communications Policy and Equipment Officer will provide technical advice regarding the management of military communications and, as appropriate, advise on the interface between military and commercial communication networks and systems in the field. In particular, he or she will be responsible for: (i) assisting with military interface aspects in the planning, installation, operation and maintenance of mission telecommunication and information technology equipment and systems; (ii) liaising with troop contributors to enhance the familiarity of Member States with, and their understanding of, commercial and military communication networks and requirements at field missions; (iii) establishing and reviewing military communication performance standards for telecommunication and information technology equipment and services; and (iv) recommending corrective operational measures to improve quality and performance;

(c) **Military Communications Policy and Equipment Officer (2 P-3).** Reporting to the Military Communications Policy and Equipment Officer, two Military Communications Policy and Equipment Officers are required to support the functions outlined above;

(d) **Military Information Systems Officer (P-4).** Reporting to the Chief of the Communication and Information Technology Service, the Military Information Systems Officer will ensure that military and civilian systems are combined in a seamless communications architecture. He or she will: (i) provide and coordinate technical advice regarding the management of military information in the field; (ii) develop plans for feasibility assessments, the specification of requirements, and

the design, development and implementation of information systems for the field missions that incorporate military and civilian communication and information systems; (iii) assist the field missions and the Communication and Information Technology Service in determining the need for testing and evaluating new products and technologies; and (iv) ensure that the quality and delivery of advice, reports and operational data regarding military information systems policy and capabilities meet the standards established by the Military Adviser;

(e) **Military Information Systems Officer (2 P-3).** Reporting to the Military Information Systems Officer, two Military Information Systems Officers will be required to assist the P-4 Military Information Systems Officer in performing the functions outlined above.

Military Cooperation, Capabilities and Doctrine Service

37. The functions of the Military Cooperation, Capabilities and Doctrine Service are described in paragraphs 45 and 46 of the present report. In addition to drawing on the range of military expertise in the Office of Military Affairs, the Service will provide a dedicated capacity for the provision of military input to the wider issues of Secretariat policy development and departmental policy and doctrine development. The Service will ensure that lessons learned are utilized to improve guidance in respect of the identification, generation, deployment, employment and evaluation of military capabilities at field missions. There are at present only two authorized policy positions within the Office of Military Affairs, a capacity insufficient to address adequately the range of policy development and review requirements. The requested staffing will also provide the capacity to focus on two areas which are also at present inadequately addressed. First, three officers will work on policies and guidance related to the growing civil-military operations area and assist field missions in developing appropriate procedures and civilian-military coordination measures. Second, the increasing complexity of field operations demands the adoption of new approaches to capabilities and strategies in the field, particularly in less permissive environments. A dedicated capacity is needed to assess the utility of current capabilities and to evaluate trends in the use of new or as yet unused capabilities in order to ensure that the methods employed in peacekeeping operations are the most effective and efficient available. The two operational and two logistics capability development officer posts proposed will fill this capacity gap.

38. The Office of the Chief is responsible for assisting the Chief of the Military Cooperation, Capabilities and Doctrine Service in the direction, management and coordination of the activities of the Service. The Office of the Chief will consist of two seconded military officers, the Chief of Service (P-5) and Deputy Chief of Service (P-4), and one General Service (Other level) staff member who will provide administrative support.

39. Of the 11 posts proposed for the Service, three positions will be redeployed from within existing resources: two military officers (P-4) from the Military Planning Service and one civilian P-4 post relocated from the Office of the Military Adviser. The functions of the three existing positions are outlined below:

(a) **Civil-Military Operations Officer (P-4, civilian).** The Civil-Military Operations Officer will serve as a Secretariat focal point for interaction and cooperation with agencies, funds and programmes seeking to coordinate or currently

coordinating their activities with military components at field missions. The Civil-Military Operations Officer will ensure close liaison with partners within the Secretariat and with agencies, funds and programmes, including membership in the civil-military coordination advisory panel working with the Office for the Coordination of Humanitarian Affairs and participation in the work of the Inter-Agency Standing Committee;

(b) **Military Policy and Doctrine Officer (P-4).** The Military Policy and Doctrine Officer will be primarily responsible for reviewing and developing military policies and the military aspects of Secretariat policies associated with the identification, generation, deployment, employment, sustainment, adjustment and recovery of military components at field missions. This officer will: (i) act as the military focal point for the review of current peacekeeping policies and doctrine; (ii) gather information on and maintain awareness of developments in global peacekeeping policies and doctrine; (iii) conduct analysis of military-related and wider security sector policies; (iv) coordinate military contributions to the development of peacekeeping policies within the Secretariat; (v) contribute specialized input to the development of policies and procedures at field missions, particularly as they relate to the coordination and management of military operations undertaken by the joint operations centres, joint logistics centres and joint mission analysis centres; and (vi) liaise with Member States on issues related to peacekeeping policies and doctrine;

(c) **Military Operational Capability Development Officer (P-4).** The Military Operational Capability Development Officer will be primarily responsible for reviewing and analysing existing and evolving operational military capabilities with a view to considering their introduction at United Nations field missions. In particular, this Officer will focus on military combat, reconnaissance and surveillance capabilities, and will review the employment of these military capabilities at specific field missions with a view identifying operational trends, tactics, techniques and procedures that will maximize current military capabilities. In collaboration with the integrated operational teams and the Military Planning Service, this Officer will: (i) provide military and wider security sector capability analysis in response to specific field mission requirements; (ii) provide support to peace negotiations, as necessary; (iii) contribute input to the development of policies and procedures at field missions, particularly as they relate to the coordination and management of military operational capabilities conducted by the joint operations centres and joint mission analysis centres; and (iv) liaise with Member States on issues related to the employment of military capabilities in peacekeeping operations in respect of combat, reconnaissance, surveillance and monitoring tasks.

40. Eight new positions are requested for the Military Cooperation, Capabilities and Doctrine Service, as follows:

(a) **Chief, Military Cooperation, Capabilities and Doctrine Service (P-5).** The Chief of the Military Cooperation, Capabilities and Doctrine Service will be responsible for directing the day-to-day activities and providing supervision and oversight to the staff of the Service. The Chief of Service will be primarily responsible for developing policy advice and guidance on military coordination with civilian partners, and reviewing and identifying lessons and strategies to enhance current and future military operational and logistical capabilities in the field. The

Chief will also ensure that all advice and products provided by the Service are appropriately coordinated within the Secretariat, particularly with the Department of Field Support, the Military Planning Service and the integrated operational teams;

(b) **Deputy Chief of Service, Military Cooperation, Capabilities and Doctrine Service (P-4).** The Deputy Chief of Service will assist the Chief of Service in the direction, management and coordination of its activities. The Deputy Chief will be responsible for developing, and regularly reviewing and updating, operational and management procedures to enhance the delivery and quality of advice and products developed by the Service;

(c) **Civil-Military Operations Officers (2 P-4).** The Civil-Military Operations Officers will complement and participate in the work of the P-4 civilian Civil-Military Operations Officer, described in subparagraph 39 (a) above. In addition, the two Officers will act as focal points for the civil-military liaison officers of military components in the field and with troop-contributing country representatives located in New York. They will also provide specialist advice to the integrated operational teams, the Military Operations Service, the Military Planning Service and the Military Operational Advisory Service regarding the preparation, planning and conduct of civil-military coordination activities;

(d) **Military Operational Capability Development Officer (P-4).** The Military Operational Capability Development Officer (Lieutenant Colonel) will complement and participate in the work of the existing P-4 Military Operational Capability Development Officer, described in paragraph 39 (c) above.

(e) **Military Logistics Capability Development Officers (2 P-4).** The Military Logistics Capability Development Officers will review and analyse existing and evolving military logistical capabilities with a view to considering their introduction at United Nations field missions. The two Officers will focus on military multi-role logistical, engineering, communication and transport capabilities and will review the employment of military capabilities at specific field missions to identify operational trends, tactics, techniques and procedures that will maximize current military capabilities. In collaboration with the integrated operational teams, the Department of Field Support and the Military Planning Service, the Officers will: (i) provide specific logistical capability analysis in response to specific field mission requirements; (ii) contribute specialized input to the development of policies and procedures at field missions, particularly as they relate to coordination and management of military logistical capabilities conducted by the joint logistics operations centres, joint operations centres and joint mission analysis centres; and (iii) liaise with Member States on issues related to the employment of military logistical capabilities at peacekeeping operations;

(f) **Administrative Assistant (GS-OL).** One General Service (Other level) post is required to provide administrative support to the Chief and officers of the Service.

B. Financial resource requirements

41. As summarized in table 2, financial resource requirements related to the strengthening of the Office of Military Affairs are estimated at $6,399,600 and provide for the establishment of an additional 92 posts in the Office of Military

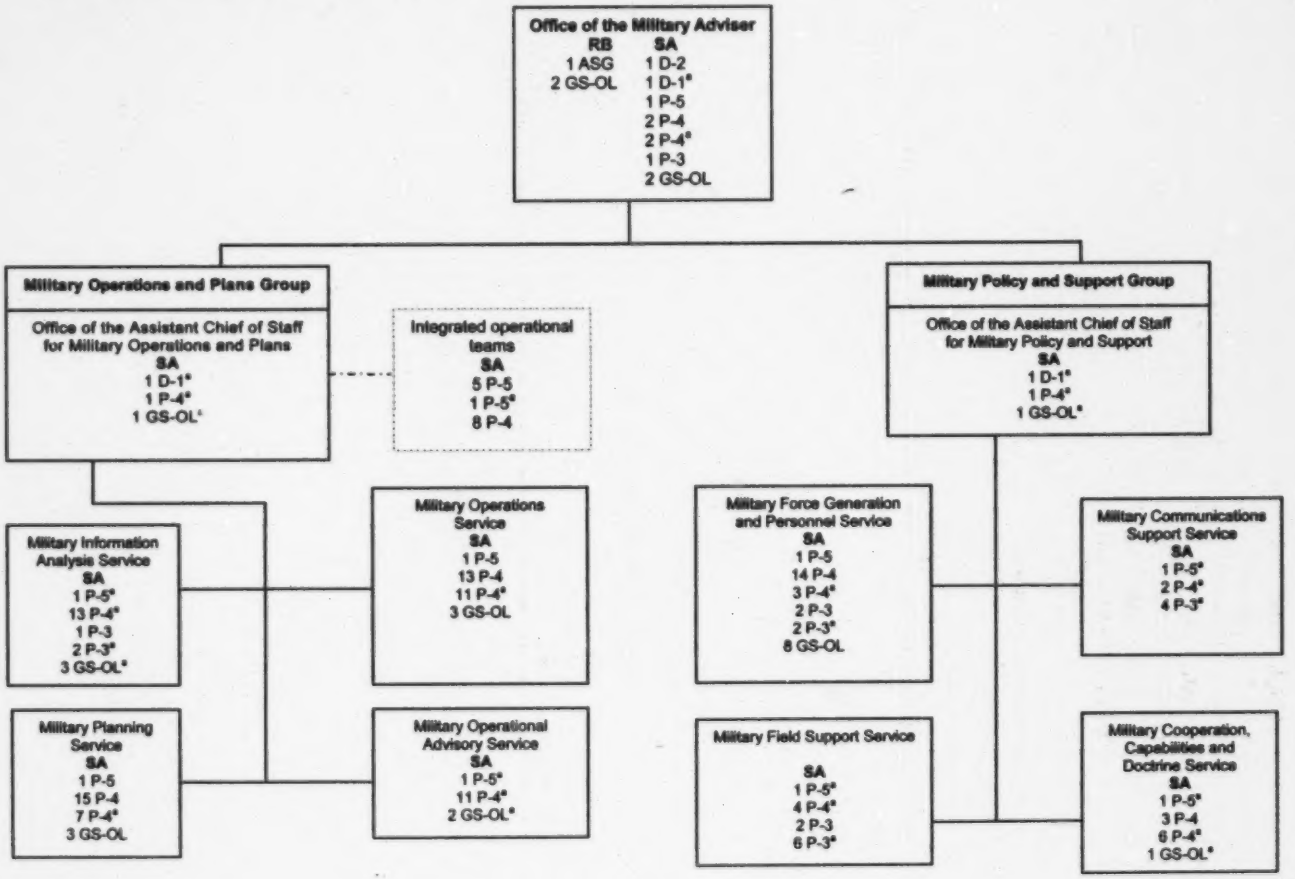
Affairs and for the related non-post requirements. The estimated post resources amount to $4,464,900 and reflect the application of a 75 per cent delayed recruitment factor. The non-post resources are based on standard costs and include rental of premises, alteration of office space, furniture and office equipment under facilities and infrastructure ($1,934,700), communication costs for telephones, fax machines, cellular telephones and repair and maintenance of equipment ($289,600), and the acquisition of desktop and laptop computers, printers, and information technology supplies and services ($451,400).

Table 2
Financial resource requirements
(Thousands of United States dollars)

Category	*Cost estimates (2008/09)*
I. Post resources	4 464.9
II. Non-post resources	
Official travel	—
Facilities and infrastructure	1 193.7
Communications	289.6
Information technology	451.4
Medical	—
Other supplies, services and equipment	—
Subtotal, category II	**1 934.7**
Total, categories I and II	**6 399.6**

Annex II

Office of Military Affairs, Department of Peacekeeping Operations: proposed organizational structure and post distribution as at 1 July 2008



Abbreviations: RB, regular budget; SA, support account; ASG, Assistant Secretary-General; GS-OL, General Service (Other level).

* Proposed new posts.